

TWENTY CENTS

NOVEMBER 16, 1929

# Sales Management

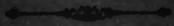
The Weekly Magazine for Marketing Executives



C. D. Garretson

*President, Electric Hose & Rubber Company, Wilmington, Delaware*

## Why Sales Quotas?



O-Cedar Lays Siege to Seventy Markets in  
Introductory Campaign on New Auto Polish

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S.  
E



Pictured above are a few typical Heinn-craft embossed, decorated and air-brushed binders of Genuine du Pont Fabrikoid. Created and executed by The Heinn Company, Manufacturers of Loose-Leaf Devices, Milwaukee, Wis.

## Du Pont Fabrikoid makes covers say "Attention!"

CLOTHES don't make the man, but they go a long way toward making people take notice of him.

Similarly the cover of your catalog does not carry your message. But it can do much toward getting that message read by the people whom you wish to reach.

First impressions count a great deal. If your catalog has a clean, attractive cover—obviously durable and beautiful—it will get more attention, stimulate greater interest.

Because it gives covers longer life and more lasting attractiveness many organizations today are using genuine du Pont FABRIKOID for their catalogs. FABRIKOID wears long and well—keeps its good looks. It is waterproof, wear-proof. Soil, fingermarks, grease spots, and

smudges wash off quickly with soap and water. FABRIKOID stands up under both use and abuse, defies wear and tear. Its neat, sturdy appearance gives your catalog prestige—assures it of getting attention from even the busiest of men.



Write us for full information today.  
E. I. du Pont de Nemours & Co., Inc.,  
Fabrikoid Division, Newburgh, N. Y.  
Canadian Industries Limited, New Toronto,  
Ontario, Canada

# FABRIKOID

MAKES COVERS SAY "ATTENTION"

*Our Department of Design will gladly cooperate with you on any question concerning the making of your catalog cover*



# The NEWS

## Is Supreme in Radio

ACH year since radio has been made available to the buying public, manufacturers and retailers of radio and radio equipment have relied upon the News to accomplish their major selling job. Each year their preference for the News has increased as the News demonstrated its ability to produce results. In the first 9 months of 1929 the News published 278,477 lines of radio advertising while the second six-day paper carried only 89,616 lines and the nearest Sunday paper carried 105,343 lines. Radio manufacturers, distributors and dealers have proven to themselves that Buffalo is a strategic market and the Buffalo Evening News is the true merchandising medium, providing advertisers with the major selling force.

**KELLY-SMITH COMPANY**  
NATIONAL REPRESENTATIVES

New York      Chicago      Philadelphia      Detroit  
Atlanta           Boston

AVERAGE  
DAILY  
NET PAID  
CIRCULATION  
for OCTOBER  
**175,116**

# Buffalo Evening News

EDWARD H. BUTLER, Editor and Publisher

**Stands UP  
like a man-**



**—to present your  
sales story**

**B**URKHARDT Visual Selling binders bring out your sales story point by point in the way your experience has proved most effective. Successfully used by hundreds of companies. Write for information.

THE BURKHARDT COMPANY, Inc.  
545 W. Larned  
Detroit, Michigan

Creators of **BurkArt** Covers  
PROCESSED

**BIGELOW,  
KENT,  
WILLARD  
& CO., Inc.**

**Consulting Engineers**

**Merchandising  
Counselors**

**Park Square Building  
BOSTON, MASSACHUSETTS**

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.

## Survey of Surveys

BY WALTER MANN

### Buying Power Tables for 80 Cities

We are sending by parcel post (special delivery and special handling) a well deserved pat on the back to the Youngstown *Telegram* for a four-page, eight and one-half by eleven inches fileable folder giving additional proof of the richness of *Telegram Town*. *Telegram Town*, you understand, is the Scripps-Howard way of describing Youngstown, Ohio, "one of the richest markets in America."

Several months ago the *Telegram* issued a brochure in which figures were presented to show that Youngstown, Ohio, based on income tax returns, was the richest city in America.

When the now famous "spendable income" figures appeared in the Annual Reference Number of *SALES MANAGEMENT*, the *Telegram* found that the two sets of figures did not jibe. This, it developed, was because the original *Telegram Town* figures were for the city only while the *SALES MANAGEMENT* figures were on a county basis.

While on this subject, the *Telegram* also tabulated the *SALES MANAGEMENT* buying power figures on eighty of the leading cities of the United States, ranking them according to population and also by auto registrations over (and under) \$1,000; by numbers of incomes of \$1,000 to \$5,000, over \$5,000 and total; by numbers of total incomes per person and by income per capita. In addition they computed tables on the numbers of persons per auto (\$1,000 and over) and the number of people per income—all in all, a very interesting set of tabulations planned to file along with the *Telegram's* standard newspaper market form.

Many sales and advertising executives will find these computations real time-savers in comparing the buying powers of the eighty cities listed.

A minor criticism is that there seems to have been no original method of arranging the eighty cities. The largest come first of course, but later they are neither arranged by size of city, by rank in auto registrations nor by any other described classification. Lastly, *SALES MANAGEMENT* editors responsible for the Annual would doubtless have preferred the headings describing the columns on income to have read "spendable income" as in the Annual.

These are clearly minor criticisms, however, and the figures themselves are well worth having. They are available through the S.O.S. Column upon request.

### "For Members Only"

One of the most useful compilations that have come to our attention in the past few weeks is a twelve-page mimeographed resume of a collection of data on markets, manufacturing, trade, etc., secured in a recent mail canvass of state industrial commissions, state industrial engineers, research directors, commercial and industrial associations, state departments, Chambers of Commerce, etc., by the Research De-

partment of the National Industrial Advertisers Association. The canvass included every state in the Union.†

About 100 reports, booklets, pamphlets, folders, etc., are listed, the titles of which range from a "Directory of the Larger New England Manufacturers" (sixty-four pages), procurable from the Bureau of Commercial and Industrial Affairs of the Chamber of Commerce of Boston, Massachusetts to a fifty-eight-page pamphlet headed "Stockton, California, as a Factory Location," prepared by the Department of Industry of the Stockton Chamber of Commerce.

This data was compiled for members only by William A. Heming, research director of the N. I. A. A. It is similar in a modest way to the Department of Commerce's annual bound book, "Market Research Agencies," except that it purports to list reports solely of interest to industrial advertisers. Most of the subjects listed are unquestionably valuable to such advertisers. Others, however, seem (to the writer's lay mind) to shoot a little wide of the mark. Such, for instance, as "A Market Information of Canned Peaches," which is described as a "record of interviews with housewives, retail store managers, wholesalers, brokers and large users of canned peaches." Such subjects are unquestionably interesting to many market analysts, but the reason for their inclusion in a compilation exclusively for industrial advertisers is somewhat of a mystery.

### Thumbnail Reviews

*Chain Store Distribution and Management*, by William J. Baxter. A comprehensive and up-to-date picture of chain store methods of administration and operation from the point of view of both the central operating company and the individual store. Harper & Bros., New York (\$5.00), 279 pages.\*

*Scientific Management in American Industry*. A complete statement of how scientific management actually operates in American industry today. The Taylor Society has drawn upon the practical experience of a group of twenty-six experts to make this book an authoritative and definitive introduction to the modern science of management. (\$6.00), 479 pages.\*

*Great Markets of America*. A study of fifty-four trading areas in the thirty-six states east of the Rocky Mountains. General Outdoor Advertising Co., Inc., New York.\*†

*A Subject-Index to Market Research Information on Chicago and Cook County, Illinois*. A source book of all agencies carrying on market research in Chicago and Cook County. Advertising Federation of America, Bureau of Research and Education, 420 Lexington Ave., New York (66 pages).

\* To be reviewed later.

† Limited edition—not generally available.

# GHOST WATCH



**I**N THE trenches the nighttime is the worst. Daytime in a front line trench is often strangely quiet, soldiers can sleep, scratch, write letters; but with evening stand-to and the first blue Very light that curves up into the sky, comes a cold tightening of the nerves, a ceaseless dread.

For ten years Dr. Hans Sattler, shell-shocked German-born Hungarian engineer, has lived in a quiet Budapest suburb, trying to forget the War. Daytime it was easy, but at night he could not sleep. Recently Dr. Sattler's neighbors began to worry about the young man. They found that he left home every night, returned each morning with sleepless eyes, unshaven, his clothes muddy. Last week a local surgeon and several of Dr. Sattler's friends waited until the shell-shocked engineer left his home, followed him at a distance until he disappeared in a neighboring wood. Hours later they found him. Dr. Hans Sattler had dug himself a trench, complete with parapet and dugout. They found him crouched on the fire step, wearing his faded blue lieutenant's tunic, still fighting the war, peering wildly into the night for ghostly Italian armies.

At the Budapest state asylum last week alienists admitted that there was little hope for ghost-watching Dr. Sattler's mental recovery.

THE Advertising Promotion Department of TIME ventures, without benefit of editors, to analyze the October 7th issue of TIME. It finds the story reprinted on the preceding page was the finest dramatic story of that week. It appeared on Page 30 under the simple heading, "Hungary", approximately where Hungarian news regularly appears. It also finds that other "best" stories were:

**Most Immediately Important**—Report of A. B. A. Convention, including the Mellon-reflecting speech on Branch Banking by Comptroller of the Treasury Pole. This was on Page 50.

**Most Fundamentally Important**—Arrival of the British Prime Minister to visit the President of the U. S. This, on Page 27.

**Best Personality Story**—Ignace Jan Paderewski's trip from his villa to hospital and return. This, on Page 56.

**Most Sensational**—Tie between Boston White Slavery and the Machine Gun Slaughter of 4000 Moslems on a grain field and the attendant suicides of their wives (Pages 18 and 34).

**Most Informative**—Analysis of the Economics of Skyscrapers (Page 60).

**Most Amusing**—Tie between Gags Prohibited by KOA Vaudeville Ruling (Page 38) and an Argument Between Alexander Woolcott and John Joseph Pershing as to whether the latter did or did not shoot a Judge instead of a grouse (Page 64).

**Best Picture**—Nude Bernarr Macfadden, on Page 64.

**Most Interesting to the Promotion Department**—A "milestone" concerning someone the Promotion Department happened to know. This, on Page 72.

It is safe to say TIME's editors waste no time in thus analyzing the Newsmagazine. They are too busy making certain that the most important news gets into TIME in accurate and readable form . . . But the Promotion Department, from its professional point of view, is vitally concerned with such analysis; knows that so long as "best" stories are scattered throughout the Newsmagazine, subscribers will read from start to finish.

COVER-TO-COVER readership, rarest of jewels, is TIME's most notable contribution to large-scale magazine publishing. (Eight of any ten TIME subscribers say they read TIME "generally cover-to-cover") . . .

So essential does TIME regard cover-to-cover

reading that it now limits editorial and advertising pages in any single issue to a total of 80 (plus color inserts), lest cover-to-cover reading become too difficult, lest editors be tempted to pad TIME's editorial columns to keep pace with advertising.

TO TIME, cover-to-cover readership has come naturally and inevitably. Consider:

¶ The Week's Big Story is more apt to be on Page 28 than on Page 1. Newspapers put the big stories on the front page; TIME puts every story, big and little, under its appropriate department . . . TIME readers early learn that to miss one TIME page is perhaps to miss the biggest or the finest story of the week.

¶ Each department is deliberately written for the lay-reader, the non-expert. Thus, lawyers read about scientists, scientists about musicians, musicians about statesmen . . . And many a man or woman who might feel faint at the sight of blood reads "Medicine" every week. Numerous the non-churchgoers who never miss "Religion". Thousands who cannot describe the simple engine-action of a locomotive turn to "Science" every week of their lives . . .

¶ TIME's type size is generous; typography, too, makes cover-to-cover reading easy.

¶ Curiosity-arousing cut-captions compel readers to turn to the story that the cut illustrates.

¶ Unlike newspapers, TIME seldom outlines the whole story—"who, when, where, what"—in its "lead" paragraph. Rather, the story generally unfolds paragraph by paragraph and, like a good play, progresses to a climax. Seldom does a TIME reader note only the "lead", then skip, saying "Now I know it all" when not even the "lead" is properly comprehended.

¶ Every TIME story, however important, must be a model of succinctness. Not "padding", but "cutting", and constant repolishing until press time. Saving TIME readers' time and temper gives the Editor his daily bread.

¶ "Letters" in the front of the Newsmagazine give TIME readers a sense of proprietorship; make them, more than ever, cover-to-cover readers.

THE recognition by advertisers that *TIME* has cover-to-cover readership to a degree unique in U. S. publishing, accounts in no small measure for *TIME*'s success . . .

1923—net advertising revenues \$16,000

1928—net advertising revenues \$657,000

1929—net advertising revenues \$1,500,000

*TIME* is now running more pages of national advertising per issue than any other nationally-circulated

U. S. weekly, excepting only omnivorous *Saturday Evening Post*.

MANY advertisers now use *TIME* exclusively or in conjunction with one of the great mass media. Scores use *TIME* in combination with one mass magazine or one business magazine or trade paper . . . All told, 500 advertisers now run in *TIME*. Most of those who will have used six or more columns this year are listed in these pages.

Bellanca Aircraft Corporation  
Bendix Aviation Corporation  
Colonial Airways  
Command-Aire Corporation  
Detroit Aircraft Corporation (Ryan Div.)  
Fokker Aircraft Corporation  
Ford Motor Company (Airplane Div.)  
General Airplane Corporation  
Great Lakes Aircraft Corporation  
Stearman Aircraft Corporation  
Thomas & Armstrong Co.  
Viking Flying Boat Co.  
Waco Aircraft Company  
  
Buick Motor Co.  
Chrysler Corp.  
Fred G. Clark, Inc.  
Dodge Bros., Inc.  
Dunlop Tire & Rubber Co.  
Elco Works  
Ethyl Gasoline Corp.  
Fisher Body Corp.  
Fisher Body Corp. (Fleetwood Div.)  
Ford Motor Co. (Lincoln Div.)  
General Motors Corp.  
General Motors Truck Co.  
General Tire & Rubber Co.  
B. F. Goodrich Rubber Co.  
Goodyear Tire & Rubber Co.  
Hacker Boat Co.  
Houde Engineering Co.  
Hudson Motor Car Co.  
Kermath Mfg. Co.  
Lee Tire & Rubber Co.  
Marmon Motor Car Co.  
Metalcraft Heater Corp.  
Mohawk Rubber Co.  
New Era Motors, Inc.  
Norwalk Tire & Rubber Co.  
Oakland Motor Car Co.  
Olds Motor Works  
Packard Motor Car Co.  
Pierce Arrow Motor Car Co.  
Rolls Royce of America, Inc.  
Chris Smith & Sons Boat Co.  
Studebaker Corp. of America  
The Texas Co.  
White Co.  
  
American Piano Co.  
American Radiator Co.—Standard  
Sanitary Mfg. Co.  
Amrad Corp.

Atwater Kent Mfg. Co.  
Bryant Heater & Mfg. Co.  
Chase Brass & Copper Co., Inc.  
Clicquot Club Co.  
College Inn Food Products Co.  
Crane Co.  
Davey Tree Expert Co.  
Detroit Steel Products Co.  
Frigidaire Corp.  
General Electric Co. (Refrigerator)  
Hammond Clock Co.  
Home Incinerator Co.  
Geo. A. Hormel & Co.  
Iron Fireman Mfg. Co.  
Kellogg Co.  
Mohawk Carpet Mills  
Philadelphia Storage Battery  
Postum Co.  
Quaker Oats Co.  
Radio Corporation of America  
Simmons Co.  
Temple Corp.  
Seth Thomas Clock Co.  
Vichy Celestins  
Victor Talking Machine Co.  
Warren Telechron Co.  
  
Canada Steamship Lines Ltd.  
Canadian National Ryws. Co.  
Canadian Pacific Rwy. Co.  
Cunard Steamship Co., Ltd.  
Dollar Steamship Line  
French Line  
Hamburg American Line  
Hawaii Tourist Bureau  
The Homestead  
Indian State Ryws.  
Int. Mercantile Marine Lines  
New York Central Lines  
Panama Mail Steamship Co.  
Pennsylvania Railroad  
Raymond & Whitcomb Co.  
Southern Pacific Co.  
Swiss Federal Ryws.  
Union Pacific System  
U. S. Lines  
  
American Blower Corp.  
American Sheet & Tin Plate Co.  
American Tel. & Tel. Co.  
American Water Works & Electric Co.  
Austin Co.  
Bush Terminal Co.

Cast Iron Pipe Research Assn.  
Central Alloy Steel Corp.  
Combustioner, Inc.  
Cutler-Hammer, Inc.  
Dock & Terminal Engineering Co.  
Edison Mazda Lamp Works  
Finnell System, Inc.  
General Box Co.  
General Electric Co.  
Geude, Paeschke & Frey Co.  
Ilg Electric Ventilating Co.  
International Fire Equipment Corp.  
International Tel. & Tel. Corp.  
International Ticket Scale Co.  
Kentucky Oxygen-Hydrogen Co.  
Kohler Co.  
David Lupton's Sons Co.  
McCord Radiator & Mfg. Co.  
Modine Mfg. Co.  
Nat'l Lamp Works  
Nat'l Lumber Mfrs. Assn.  
Norton Co.  
Pneumatic Scale Corp. Ltd.  
Republic Brass Co.  
Robbins & Myers, Inc.  
Sandusky Cement Co.  
Sheet Steel Trade Extension Committee  
S. K. F. Industries  
Stromberg Electric Co.  
Temporator Co.  
Thomas Steel Co.  
Trane Co.  
Truscon Steel Co.  
U. S. Gypsum Co.  
Western Electric Co.  
Westinghouse Electric & Mfg. Co.  
Weyerhaeuser Forest Products  
Wheeling Steel Corp.  
Williams Oil-o-matic Heating Corp.  
  
A. C. Allyn & Co.  
American Appraisal Co.  
American Commonwealth Power Co.  
American Founders Group  
Babson Statistical Organization  
Brookmire Economic Service  
Geo. H. Burr & Co.  
Caldwell & Co.  
Canal Bank & Trust Co.  
P. W. Chapman & Co.  
Citizens Trust Co.  
Ernst & Ernst  
First National Bank of Boston

Fiscal Securities Corp.  
 General Surety Co.  
 Guaranty Trust Co.  
 Halsey, Stuart & Co.  
 Hornblower & Weeks  
 Insuranshares Corp.  
 Investment Research Bureau  
 McNeel's Financial Service  
 Manufacturers & Traders—Peoples  
 Trust Co.  
 Marine Trust Co.  
 Middle West Utilities Co.  
 National City Co.  
 New York Trust Co.  
 Niagara Hudson Power Corp.  
 Northwestern National Bank  
 G. L. Ohrstrom & Co.  
 Old Colony Trust Co.  
 Otis & Co.  
 Public Service of Northern Illinois  
 S. W. Straus & Co.  
 The Tillman Survey  
 Aetna Life Insurance Co.  
 John Hancock Mutual Life Insurance Co.  
 Insurance Company of North America  
 Metropolitan Life Insurance Co.  
 Phoenix Mutual Life Insurance Co.  
 Provident Mutual Life Insurance Co.  
 Prudential Life Insurance Co. of America  
 American Weekly  
 Campbell-Ewald Co.  
 Encyclopædia Britannica  
 Erwin, Wasey & Co.  
 Ray D. Lillibridge, Inc.  
 McGraw-Hill Pub. Co.  
 Oregon Journal  
 Pacific Coast Hearst Newspapers  
 Frank Presbrey Co.  
 Science News-Letter  
 Scripps-Howard Newspapers  
 Simon & Schuster, Inc.  
 Acme Card System Co.  
 Addressograph Co.  
 Aluminum Co. of America

American Multigraph Co.  
 American Writing Paper Co.  
 Art Metal Construction Co.  
 Automatic File & Index Co.  
 Alvah Bushnell  
 Burroughs Adding Machine Co.  
 Central Ohio Paper Co.  
 Clemetsen Co.  
 Crane & Co.  
 Dictaphone Sales Corp.  
 Do More Chair Co.  
 Esterbrook Pen Co.  
 Eberhard Faber Co.  
 General Fireproofing Co.  
 General Office Equipment Co.  
 E. F. Hauserman Co.  
 Geo. LaMonte & Son  
 Manifold Co.  
 Marchant Calculating Machine Co.  
 Mills Co.  
 Parker Pen Co.  
 Postage Meter Co.  
 Powers Accounting Machine  
 Remington Rand Business Service  
 Sanford Mfg. Co.  
 Stationers Loose Leaf Co.  
 Trussell Mfg. Co.  
 U. S. Envelope Co.  
 Yawman & Erbe Mfg. Co.  
 American Optical Co.  
 Bell & Howell Co.  
 Colt's Patent Fire Arms Co.  
 J. C. Deagan, Inc.  
 Eastman Kodak Co.  
 Marshall Field & Co.  
 Folmer Graflex Corp.  
 Gruen Watch Makers Guild  
 Alexander Hamilton Institute  
 Hartmann Trunk Co.  
 International Correspondence Schools  
 Society of American Florists  
 Bristol-Myers Company  
 Forhan Company  
 Hanovia Chemical & Mfg. Co.

Lambert Pharmacal Co. (Listerine)  
 Nat'l Health Appliance Corporation  
 Parke, Davis & Co.  
 Sanitarium Equipment Co.  
 E. R. Squibb & Sons  
 W. F. Young, Inc.  
 American Tobacco Co.  
 Art Metal Works  
 Axton-Fisher Tobacco Corp.  
 Brown & Williamson Tobacco Corp.  
 Cluett, Peabody & Co., Inc.  
 Colgate, Palmolive-Peet Co.  
 Dunlop Tire & Rubber Co. (Golf Balls)  
 Field & Flint Co.  
 Gillette Safety Razor Co.  
 Hamilton Watch Co.  
 Houbigant, Inc.  
 Johnston & Murphy  
 Krementz & Co.  
 Lambert Pharmacal Co. (Shaving Cream)  
 Lee & Schiffer, Inc. (Rolls Razor)  
 Liggett & Myers Tobacco Co.  
 P. Lorillard Co., Inc.  
 Magazine Repeating Razor Co.  
 Mennen Co.  
 Philip Morris & Co.  
 R. J. Reynolds Tobacco Co.  
 A. G. Spalding & Bros.  
 Wade & Butcher Corp.  
 John Wanamaker  
 Barcelona Exhibition, 1929  
 Believers in Jacksonville  
 Californians, Inc.  
 City of Atlanta  
 City of Galveston  
 Duke Power Co.  
 Industrial Dallas, Inc.  
 Kansas City Chamber of Commerce  
 Los Angeles Chamber of Commerce  
 Louisville Industrial Foundation  
 New Orleans Assn. of Commerce  
 Oakland Chamber of Commerce  
 San Antonio Municipal Adv. Commission  
 Tulsa Chamber of Commerce

*FOLLOW-THE-LEADER advertising is often foolish. Often it is wise—once you have followed the leader's reasoning.. TIME'S story is an open book. What do you want to know about it?*

# TIME

THE WEEKLY NEWSMAGAZINE

300,000 (AV. NET PAID) GUARANTEED FOR 1930  
 1929 NET REVENUE GAIN 125%+ · LINEAGE GAIN 80%+

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## THE GEORGE L. DYER COMPANY

of NEW YORK and CHICAGO

AND

## OLSON & ENZINGER, INC.

of MILWAUKEE and NEW YORK

Announce the consolidation of their  
organizations and the formation of the

## DYER-ENZINGER COMPANY

INC.

## ADVERTISING

NEW YORK — CHICAGO — MILWAUKEE

The new corporation will maintain complete producing and service organizations in New York, Chicago and Milwaukee, and an affiliated office in New Orleans. The union of these two advertising agencies, both outstanding for the earnest professional character of their relationships with clients, has been effected to create a new standard of advertising and merchandising service — in keeping with the greater needs of American business leaders facing the difficult problems of the new competition ~ ~ ~ In the new Dyer-Enzinger Company, this highly professional and intimate type of service is preserved and expanded to national scope to provide the daily contact with changing local conditions that is so essential to present-day sales success.

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NEW YORK

285 Madison Avenue

CHICAGO

Willoughby Tower

MILWAUKEE

Century Building

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# NEW ORLEANS-SALES CENTER



New Orleans, trade center of the South's first market, is enjoying the profits of an unusually prosperous season in the suburban and trading area. Prosperity in the Louisiana Sugar Bowl, in the cotton fields, on the Gulf Coast means money in New Orleans cash registers, and right now retailers and wholesalers in the city are listening to that pleasant jingle.

The buying guide of New Orleans and the market area alike is The Times-Picayune, dominant in city circulation, in suburban, in total, both daily and Sunday.

Daily The Times-Picayune reaches 99,741 families, 34,441 more than the total of any other

New Orleans newspaper. Sunday 139,608 families read The Times-Picayune, 43,052 more than are buying any other New Orleans newspaper.

And, again as usual, The Times-Picayune is publishing regularly more advertising than any other two newspapers in the New Orleans market.

Member 100,000 Group of American Cities, Inc.  
Member Associated Press

Representatives: Cone, Rothenburg and Noee, Inc.  
Pacific Coast Representatives: R. J. Bidwell Co.

**The Times-Picayune**  
IN NEW ORLEANS

VOL. XX. No. 7  
November 16, 1929  
Published Every  
Saturday . . . .

# Sales Management

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New York. Phone  
Lexington 1760

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No. 1: New York

No. 2: Florida

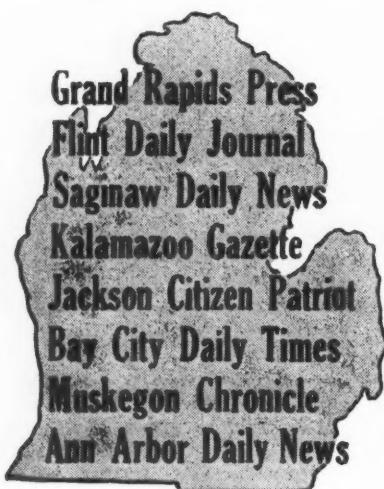
**W**HEN you realize that Florida is second only to New York in exports to Latin-America from the United States, you see one reason why Florida is so sound, permanent and profitable as a market. In the past 15 years exports have increased five times, imports three times. Your advertising to Florida's population similarly increases in results, through the one all-state newspaper—

**The FLORIDA TIMES-UNION - Jacksonville, Florida**

**99%  
Coverage In  
The Eight Principal Cities of  
MICHIGAN  
Outside of Detroit**

**Grand Rapids  
Flint  
Saginaw  
Kalamazoo  
Jackson  
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## The Market Basket

### Refrigerator Prospects

With the development of a buyers' market in some industries and the slackening of demand for certain products which if not luxuries are no longer necessities to the people who have lately lost faith in the perennial bullishness of the stock market, comes diversification. Several companies, for example, who have grown to rather astonishing dimensions in other lines are soon going to introduce refrigerators.

In a couple of months one of the largest radio manufacturers is expected to announce an electric refrigerator. So is one of the largest electrical manufacturers—Westinghouse. (And, incidentally, one of the oldest and largest electrical refrigerator manufacturers will probably tell you soon of their new *gas* model.)

The reason for the refrigeration conversion is that among all our "coming" industries, electrical and mechanical refrigeration is, just now, furthest from the saturation point. As the Bureau of Advertising of the American Newspaper Publishers' Association pointed out a few weeks ago, only about 6 per cent of 19,012,664 wired homes in the country last year had electric refrigerators—as compared with 93 per cent for electric irons, 40 for cleaners and 29 for fans.

### Certificate of Comfort

The Williams Oil-O-Matic Heating Corporation, which went into the refrigeration business several years ago, has been quite successful in building up year-round activity for its factories and sales force. Its latest merchandising idea is a "Certificate of Comfort" which Mr. John Doe will give to Mrs. Doe with her new heating plant or refrigerator this Christmas. In the case of the refrigerator, the certificate will point out, Mrs. Doe will experience lighter "chores" and her daily life will be made more pleasant. It will assure her of . . . "healthful ice for our drinking water and a large and varied store of icy tid-bits. . . ." "All of this made possible by (signed) Mr. John Doe."

### No Stock for Sale

Now that people are not apparently buying as much stock as they were and the paper assets of certain com-

panies have depreciated somewhat, the rest of the companies who are not listed on the stock exchanges or who deal in other things than speculative securities have seized upon the occasion to tell about themselves—to the profit of advertising media.

"If you had real estate—you'd be sitting pretty now," says Joseph J. Garibaldi, who sells real estate in Hoboken, in a half-page advertisement in the *Jersey Observer*.

Atwater Kent is proud of the fact that it "has never had any shares of its stock on the market," and the John Wanamaker stores say "we're doing a retail business—we're not financiers." And although the Corn Exchange Bank Trust Company, New York, are "financiers," they are not (as they announce impressively in full-page newspaper space) speculators. Their money will "not be loaned in speculative enterprises, even though this could be done at greater profit to the bank." The moral of all of which, perhaps, is that business organizations should not become financiers and financiers should not become speculators.

### The Cost of the Salesman's Car

The operation of salesmen's cars costs from three to twelve cents a mile, E. Davis, of the Scovill Manufacturing Company, reported at a meeting of the Sales Managers' Association of Connecticut recently, in announcing the results of a survey among the membership. The average was seven cents.

Of thirty-five companies reporting, four operated company-owned salesmen's cars, eighteen privately owned salesmen's cars and thirteen both. Companies whose salesmen drove their own cars gave compensation of from five to twelve cents a mile, based on the value and make of the car. One had a flat rate monthly allowance of from \$60 to \$70; another paid \$25 a week, and two \$1.50 a day. Still another paid the salesman ten cents a mile for the first fifty miles, six cents for the next fifty miles, and four thereafter.

Five companies varied their payment rate with the type of territory covered. For long runs, one permitted its salesmen a rate no higher than the rail or bus fare for the same distance.

—LAWRENCE M. HUGHES.

# BATTEN, BARTON, DURSTINE & OSBORN

*Incorporated*

## ADVERTISING

383 MADISON AVENUE • NEW YORK

**A**DVERTISERS expect more of their agencies than they did ten years ago—and the agencies have more to give.

But the services expected—and given—are still the product of observing eyes and thinking minds.

Our equipment consists of modern types of things and people known and used ten years ago—including modern types of writers, artists, planners, researchers, marketers, space buyers, clerical help and executives.

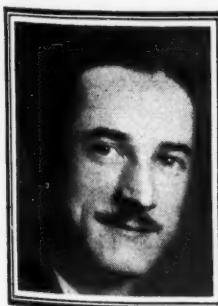
Only radio receiving sets for program-checking were unknown ten years ago. The rest is simply brought up to 1930 standards.



ALAN D. LEHMANN  
Assistant Account Representative  
New York



GEORGE T. EAGER  
Manager, New Business Department  
New York



JOHN C. DOORTY  
Assistant Account Representative  
Buffalo



HAZEL PRESTON JENNEY  
Assistant Account Representative  
New York



ROBERT V. TITUS  
Account Representative  
New York



DOUGLAS C. MANSON  
Writer  
New York



C. BLOUNT SLADE  
Writer  
New York

CHICAGO  
McCORMICK BUILDING

BOSTON  
10 STATE STREET

BUFFALO  
RAND BUILDING

# Do You Sell Through Department Stores?

**A**LTMAN'S in New York, Hudson's in Detroit, Robinson's in Los Angeles. May's, Vandervoort's, Steiger's, Woodward & Lothrop's.

*Are these your customers?*

If so, here is an opportunity for you to tie in with your retail outlets by advertising in The Christian Science Monitor. For the stores listed above, and many others like them, are consistent advertisers in the Monitor year in and year out.

The Monitor offers advertisers a unique "tie-in" merchandising plan whereby retail-store advertising features products nationally advertised. This gives the manufacturer additional advertising, paid for by the dealer, and results in greater sales, turnover, profit.

Ruby Ring Hosiery, Kickernick Undergarments, Whittall Rugs, Steinway Pianos are a few of the department-store articles which have been merchandised with immediate success in the Monitor. Your products can, too.

## The Christian Science Monitor

A DAILY NEWSPAPER FOR THE HOME

*Published by The Christian Science Publishing Society, Boston, Mass.*

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Los Angeles — Seattle — London — Paris — Berlin — Florence

# Sales Management

The Weekly Magazine for Marketing Executives

VOLUME TWENTY, NUMBER SEVEN

NEW YORK, N. Y., NOVEMBER 16, 1929

## Why Sales Quotas?

**A**MONG the old conventional selling practices that should be universally discarded for the good of distribution, the fixing of sales quotas should be placed at the head of the list. If we think the proposition through, we find that the sales quota is responsible for a number of the costly ills of distribution, and that it has not a single advantage that cannot be more economically and effectively secured by a better method.

Few salesmen are strong enough to withstand the temptations for which quotas are responsible. In many instances I have seen salesmen who were thoroughly sold on their houses and their lines at the beginning of a season become completely demoralized before the end of their trips because of the sales quotas hanging over them.

Certain buyers have become skilled in taking advantage of these salesmen. When they learn that a salesman is behind his quota, they use the fact to beat down his prices. In nearly all lines, much of the prevalent demoralizing price-cutting can be traced to this cause, and sales quotas are also responsible for a great deal of distributor and dealer overloading, trick selling, order stuffing and other merchandising evils.

For these reasons my company never has handicapped a salesman with a sales quota. For twenty-five years we have steadily increased our business without requiring our salesmen to commit themselves as to sales and without setting any volume "goals." And we are convinced that we could not have progressed as far as we have if we had practiced quota selling.

If it is argued that a sales quota

Is the practice of quota-setting partially responsible for mounting selling costs in many lines? Mr. Garretson says it is. Even though you may disagree with his opinions, the editors are sure you will welcome the stimulation afforded by his extremely fresh and original point of view on the values of quota-setting.

As told to James True

BY C. D. GARRETSON  
*President, Electric Hose & Rubber Company,  
 Wilmington, Delaware*

furnishes a means of keeping salesmen peped up and working for an objective, I will reply that in many instances it has just the opposite effect. There are better ways of keeping men keyed up to the selling point, and when a salesman who is under a quota fails to book orders at the expected rate, as frequently happens, he worries about what may happen if he fails to make his quota, and a worried salesman is a liability to any sales organization.

In substituting better methods for the quota practice it is essential to have an established price policy, to make prices and stick to them. In our organization no one has ever had the right to cut prices. Our sales manager and I can reduce prices and we sometimes do; but when a lower price is made for any reason it is offered to the entire trade at the same time. It is not unusual for a large buyer to offer us a so-called mass order at a reduction in price; but all of the temptation is eliminated from such offers by the fact that the re-

duction would be effective on our entire volume, and, obviously, no special order is worth such a sacrifice.

When our salesmen are confronted with cut-price competition it bucks them up to know that even the head of the company cannot cut a price, and our price policy accomplishes in a healthy manner, and in the case of all our salesmen, a large part of everything the quota practice could accomplish faultily with only a part of the sales force. Furthermore, the policy has a tendency to discourage price-cutting. More than half the claims of buyers as to competitive price-cutting are false, and when our competitors are told that we have quoted prices below our published quotations they know there is no truth in the claim.

According to my experience, the quota practice is frequently adopted instead of an open-book policy of management. We believe in giving our salesmen responsibility and trusting them to the limit. As I explained in a previous article in SALES MAN-

AGEMENT, we allow them to fix their own salaries, and we withhold nothing from them. They accomplish much for the good of the business besides taking orders. They are representatives of the company in the full meaning of the word, and if they were selling under fixed quotas they would naturally neglect important phases of their work (which bring later results) under the necessity of attaining the sales "goal" results at once.

It may be claimed that our business is different and that the sales quota may be economically beneficial in the selling of other lines; but I cannot be convinced that any business principle is variable. It cannot be denied that the sales quota practice encourages price-cutting and the forcing of distribution beyond the capacity of outlets. Our salesmen are employed to manage the business of their territories and to see that their part of our distribution is carried out in an orderly and profitable manner. It is their business to manage their distribution so that their part of the channel may carry as nearly as possible its maximum economic load of our merchandise. Another important part of their work is encouraging our distributors to make the profit to which they are entitled for services, and I do not believe that any manufacturing business can be built up to large and permanently profitable proportions by any other means.

#### Volume at Any Price

The sales quota proposition is an essential part of the volume-at-any-price policy that has laid a heavy burden on our distribution system for a number of years. It is a simple matter to estimate the capacity of any factory for a year, and then prorate the volume among the salesmen. By optimistic arguments, it is possible to convince the men that they can "make" their quotas. Then the combined thought of the sales force is concentrated on volume and other important considerations are forgotten. And later, when the probability of failing to sell the capacity volume looms up, there is the loss on the expected volume to consider, which seems large in comparison with the loss due to the cut prices necessary to secure business enough to put the year over the top.

In this way, many a factory department is burdened with a great many orders, taken at reduced prices, and is then expected to show a profit. Good factory managers resent this sort of thing. Misunderstandings and hard feelings between the production and sales departments are inevitable

under the circumstances, and are the cause of a great deal of demoralization within factory organizations.

If orders are taken below the profit dead-line, and if profits must be made on them, quality must be taken out of the goods. Thus the demoralization is reflected throughout the course of distribution.

Sales quotas are usually set by some clerk adept at handling figures, real or fancied, and by one who has never had any real sales experience himself. He arrives at his results on paper and they look good on paper. Maybe the head of the business looks over the figures, but rarely if ever does he reason out their full significance. Then the quota is passed over to the sales manager, and he is told to go to it.

#### Our Selling Policy

Did it ever strike you how incongruous it is for a clerk to be telling the very man who should be the best informed man on sales in a concern, the sales manager, how much business he should produce? And how about the ever-present and swift changing of conditions which completely upsets all the elaborate paper predictions of what should be?

Contrast these results of quota sales management with the selling policy we have been trying to popularize in our business for many years. Every salesman we employ is given an intensive course of training in the production of our merchandise, and, more important, he is schooled in the policy of the company which guarantees a square deal to every customer and assures every distributor that he can make the profit he is entitled to in the resale of our goods. He is taught that his earnings depend on the profit he is able to make for the company, and that profit is not made on large volume secured at the cost of cut prices, but on volume merchandised at prices profitable to all concerned. Our endeavor is to equip our salesmen with an economic and scientific comprehension of our business, so that they can reason out the solution to every merchandising problem presented to them.

It is difficult to dampen the enthusiasm of a salesman who is thoroughly sold on the policy of his house, and you can't sell a good salesman on an unsound policy. If your policy is right, you can trust your salesmen to the limit. We trust them, and they have proved their worthiness. In mighty few instances has this rule failed, and our salesman employment turnover is practically nothing.

Every salesman who represents us is thoroughly sold on our policy, and

he can't go out for us until he is enthusiastically eager to sell our policy as well as our goods. Our only selling problem, then, is to keep him enthusiastic and to fortify him against the discouragements that at times beset every salesman, and we accomplish it in this way:

We make every man feel he is a necessary part of the organization, and that his business is to do his part in keeping the company ahead. To accomplish this, we feed the entire sales force a regular fund of important information bearing on their work. Through our trade association, we learn the percentages of our part of the various kinds of hose sold, and as long as both the company and our salesmen can maintain or better the position of each item in its relation to total volume, we have nothing to fear.

Every three months each salesman is furnished with a report on his territory showing the volume he has produced annually over a period of five years, and the amount purchased by every account. This report also shows the gross profit of his territory, all selling expense in addition to his salary and expenses, the profit made by the company on his business, and his standing in regard to volume and profit in comparison with the standing of every other salesman on the force.

#### Do They Read Reports?

In addition to the quarterly report, the salesmen receive a monthly report on the standing of the company in relation to the entire industry. When this report indicates a weakness of any kind, we don't have to write our men and urge them to pep up, and we don't have to start a contest or use any artificial stimulant. The response of the men to the report is spontaneous, and it is remarkably effective.

Do our men read these reports? Yes, indeed, they do—for two reasons. First, we do not take up their time with so-called inspirational stuff and other artificial methods of inducing them to do their work. They know that every communication we send them is important. Second, their standing with the company is shown by the quarterly reports, and it is according to their standing that they fix their own salaries.

When we contemplate the business we have built up, our position in the industry, and the fact that our selling cost has been steadily declining for the past several years, we are convinced that our policy of sales management is far superior to any system that includes sales quotas.

# Five Watertight Rules for Hiring Successful Salesmen

A FIVE-POINT acid test is my unfailing guide in the selection of men to sell electric refrigeration direct into homes. Let my preliminary interview check points 1, 2, 3 and 4, and omit point 5, and sooner or later, the man fails. Or if I test him by points 1, 2, 3 and 5, and forget point 4, again he invariably falls by the wayside.

For a long while I was more or less unconscious of the fact that I was using the same measuring stick over and over again in the selection of salesmen. But a detailed analysis of the work of our best men, as compared to a similar analysis of the efforts of those who have failed to make good, invariably proves the dependability of this Five-Point test:

1. Does he sell himself to me?
2. Is he the type of man for the job?
3. Can he remain indifferent to discouragement?
4. Can he control his temper?
5. Has he ambitions for advancement?

Point 1 usually determines itself during the first minute of the interview, for if a man's personality is obnoxious he is not going to be very successful in the field of direct selling as expensive an article as an electric refrigerator. But if he eventually succeeds in overcoming whatever prejudice I may have possessed at the outset, then I am convinced that he has that within him which will win audience with others too, and accordingly test him on the other four points.

Take Tom Brown, who was so downright ugly that I flatly refused to consider his application for employment.

"I expected that," he said quietly, "But I'm sure you always have room



*Are women more easily influenced to buy by men of the "ideal type"? This sales executive says they are.*

This plan for eliminating the weak sisters before they are hired, together with systematic sales training, has cut turnover on this executive's force down 50 per cent.

BY PAUL S. WIGGINS

*Metropolitan Sales Manager, Frigidaire Corporation,  
Portland, Oregon, Branch*

in your organization for a man who can produce results."

I was a bit impressed by this reply, but not sufficiently to overcome my objection to his personal appearance.

Tom Brown left—but came back a few days later. With Point 1 still dominating my opinion I refused to give him an interview, and advised him to call a few weeks later. To my surprise he did not become the least discouraged but called again, even several times, often waiting fully an hour or more, to gain admittance to my office. Eventually his persistence won him a passing mark for Point 1, and with high honors on Points 2, 3, 4 and 5, I felt that I could not fairly refuse to give him the position he sought.

Then Tom Brown went to work in the residential territory assigned to him.

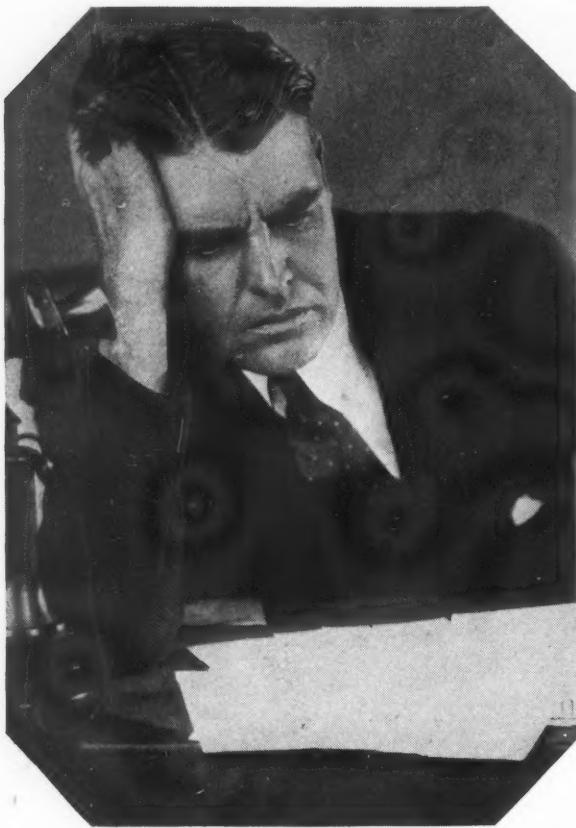
A week passed. Two, three, four and five weeks. And not a single sale to Tom Brown's credit. "You see," I told myself critically, "You should never have given him a second chance when he failed to pass Point 1 at the first interview!" "Yes," I alibied doubtfully, "but eventually he won over that objection, so surely there must be something wrong with Point 1!"

However, five weeks seemed long enough for any man to prove his selling ability. I called Tom Brown into my office, and told him bluntly that I thought he was a square peg in a round hole, and that I didn't believe he could ever sell anything, let alone electric refrigeration.

To my intense surprise my opinion served to stimulate rather than weaken his determination. Pounding a hard fist down on my desk with a crash, he cried fiercely, through clenched teeth.

"By God, I will make good! I'll prove to you, Mr. Wiggins, that I can sell!"

I was in no mood to waste any more time with him, however, and replied coldly, "Brown, we can't afford to carry you any longer. If you wish to continue to work here, you'll have



**Q**I ask myself these questions about a salesman:

to do so on financing of your own."

Tom Brown stayed. A week later he brought in his first signed order.

I immediately analyzed the case, and learned from the man who made the purchase that he had no more intention of buying electric refrigeration than of buying the moon, but that Tom Brown had displayed such tact, courtesy, patience, and bulldog determination that it was simply impossible to resist him.

Other orders began to come in after that, slowly but surely, and with increased momentum.

Five months after Tom Brown's first sale he was promoted. Ten months later he received a second promotion. He is still with us and straight in line for further advancement!

Point 2 sifts down to a matter of finding types of men suitable for the respective fields of distribution, rather than searching for that rare genius who can succeed in all fields. This factor is comparable to the modern movie director who takes the line of least resistance by selecting types cast for the parts by nature, rather than those rare artists of the old legitimate

*"In hiring a new man I make every discouraging remark I can think of with regard to selling our product, so that the work will sound much more difficult than it really is. If the man becomes crestfallen at these suggestions, he immediately eliminates himself."*

stage who can play all parts.

An analysis of sales reports reveals that men of extreme types are successful only when dealing with prospects who have the same general physical characteristics. For instance the wide-jawed, heavy-featured man who meets with excellent

**Q**1. Does he sell himself to me immediately?

results when contacting grocers, butchers, or the average commercial account, but who fails disastrously when attempting to go into the residential field, or to apartment houses where there are women managers.

Why? Because women are more or less influenced by men of their ideal type, and no woman holds a fat man as her ideal, but usually a man of medium build and medium cast of features, which is more or less the type corresponding to the trig cast of the average women of today. Of course, there are exceptions. Of course, there are men who can sell to anyone regardless of type, but our actual sales statistics reveal that the greater number of lost prospects have measured up to this single point.

From unfortunate experience, I find it absolutely essential to check up for Point 3. And in so doing I make every discouraging remark I can think of with regard to selling our product, so that the work will sound much more difficult than it really is. It's surprising how quickly certain types of men will be overwhelmed by discouraging suggestions and they are at once disqualified.

I recall particularly an instance which never would have occurred had Point 3 scored in the initial interview.

Bob Jones had an appointment to close a sale in a woman's home. When he arrived prompt to the dot, a big police dog stood guard outside and barked so ferociously that he was afraid to enter. He then tried the back door but the dog beat him to it, and for the next fifteen minutes the two played a game of hide-and-seek, till he lost his poise entirely and went away, losing the sale for this firm.

Now if I had been more careful with Point 3, this would never have occurred, for having failed to pass the discouragement test he would not have been employed. Certainly but a moderate amount of resistance to discouragement would have prompted him to step to the nearest public telephone and request the prospect to kindly call her dog inside, so that he might approach the house!

Point 4, which is my particular pet, has also been developed through detailed analysis of lost sales. If a man has not an even control of his temper under the many disparaging incidents

**Q**2. Is he the type of man for the job we have?

that make up a day's work in direct selling, his chances of success are but slim.

There was George Smith, to whom I gave the name of a live prospect so thoroughly sold on our commodity that there was little more to do than call for the signature to the contract.

Smith's initial report indicated that the sale would be closed in a few days, after he had seen the man of the family. But the few days elapsed and he had failed to turn in the order. A week later he reported that the prospects had changed their minds, that they did not want electric refrigeration because they had decided that it cost too much.

While analyzing this case, I learned that another make of refrigerator had been decided upon. In reviewing the situation, I discovered that when the prospect happened to mention the name of a competitive make to George Smith, he not only became so excited that he directed all his further efforts to knocking the other make, and furthermore failed to mention the name of our machine again, but emphasized several good points about the competitive make,

and finally became so obnoxious that they decided to look around before talking to him any further. Even then, the case was not hopeless, under the influence of good salesmanship. I asked them to drop into our retail store and inspect our models before coming to a definite decision, and after complying with the suggestion they became so enthusiastic that they signed a contract immediately, forgetting entirely the matter of looking around again.

George Smith's failure with this case taught me to stand firm on Point 4. Today when I test a prospective salesman I flatly contradict whatever he may be telling me, and do everything possible to give him the impression that I discount his statements. If he can pass off my remarks with a quick smile, or even a jest, then I know that he is just the sort of man we need in our organization.

A man who does not investigate the possibilities for advancement, or ask numerous questions about the policies of this company, is not apt to be a steady man, I have learned, no matter how gifted he may be in the

sold two or three machines, a very good start indeed, and his daily reports indicated that other sales would materialize shortly.

One morning, however, during the third week, Harry failed to report to work, and when the office phoned to learn the reason for his absence, information was forthcoming that he had found employment with another concern in an entirely different line.

A few days later Harry dropped into the office to return his kit and paraphernalia. I then learned that he had become enthusiastic over a friend's boasting of the organization he was working for, that he decided to grab an opening there at once. This recalled to my memory all too clearly that Harry had failed flatly in Point 5, for not once, during the initial interview, had he asked for information concerning the opportunities of advancement, or for any other details about the institutional policies of this organization.

Of the men who apply at my office for employment, only one out of forty passes the Five Points of the Acid Test. Point 1 proves the worst stickler, on

fill the position of the man whose sales record is at the bottom of the list. While at no time have I been able to maintain a sales force that, in my estimation, is more than 60 per cent ideal, the plan for hiring men I have described here, plus systematic sales training, has cut turnover on the force approximately 50 per cent.

I am aware that some executives in charge of hiring men contend that if a "formula," such as I have been describing, can be said to function effectually in keeping "lemons" off the sales force, it sometimes also keeps off men who are highly desirable. That may be true. Where, however, a man does not measure up to the qualifications which usually insure success, and there seems to be even a good chance of his making good in spite of certain handicaps, men hired under these conditions go wrong too many times to make hiring by this method economical. That is the reason I prefer to set certain standards and to abide by them without making exceptions.

### 3. Can he remain indifferent to discouragement?

science of selling. And accordingly I have come to deem Point 5 as important as any of the others when making the acid test, a fact that I attribute to my experience with Harry English, as much as to anything else.

Harry came up to my desk one morning, smiled and said in a positive, likable way.

"Mr. Wiggins, I have heard a lot about this company, and want to go to work for you," in such a direct-to-the-point way that he at once passed Point 1. I invited him to sit down and talk things over, and accordingly passed him favorably through Points 2, 3, and 4. He was a medium type, he proved indifferent to discouragement, he held his temper in remarkable control when I questioned the accuracy of his statements. I then became so enthused with him that I completely overlooked checking him on Point 5.

Harry English then became a member of the sales force, and since I believed him such excellent material, I worked unusually hard with him in the matter of special training for our product.

During the first two weeks, Harry

### 4. Can he control his temper easily at all times?

which bad breath has caused more downfalls than anything else I can think of. The habit of hand-shaking before the interview starts is also a strong factor contributing to disfavor, since the outstretched hand is more or less an imposition until some basis of satisfactory contact, at least, has been reached.

I am always looking for someone to

*"A man who does not investigate the possibilities for advancement, or ask numerous questions about the policies of the company, is not likely to be steady. The man who is doing some figuring about his future, is."*

### 5. Has he any ambition for advancement?



# O-Cedar Lays Siege to Seventy Markets in Introductory Campaign on New Auto Polish

BY D. G. BAIRD

NATIONAL distribution of a new product in an entirely new field in less than six months' time is the ambitious goal set by the O-Cedar Corporation, Chicago, for its new O-Cedar auto polish, and newspaper advertising is being depended upon largely to do the job.

After making household polishes and mops for some twenty-one years and after achieving distribution of its products in every civilized country in the world, O-Cedar early in 1929 began to look around for other fields to conquer. It had long been developing new products in the laboratory, of course, and the only question was which of these to bring out and exploit at the time.

The auto polish field appeared to be a particularly attractive one because of its size and because of the apparent opportunity for a strong company, with an established reputation, with dealer representation everywhere, and with the courage and the necessary experience to do a big job in a big way, to step in and establish a new brand in a minimum length of time.

The new O-Cedar auto polish, first introduced about July, 1929, was the result, and plans for securing national distribution immediately were put into operation.

For many years O-Cedar products have been distributed through a wide variety of retail outlets, and experience has convinced the management that the quickest and best way to establish a new product is to place it on sale in as many stores as possible.

Auto polish obviously is a product which belongs in the automotive supply and hardware fields. But O-Cedar already had national representation, both wholesale and retail, in the grocery and drug fields, and it was highly desirable that the new product be distributed through as many channels as possible until it became well established.

For this reason, the new O-Cedar

Fortified with an already well-advertised name, O-Cedar's new automobile polish is seeking national distribution through a series of intensive localized campaigns which fuse personal sales work, a premium plan for the consumer and heavy newspaper advertising.

auto polish was offered to wholesalers in the automotive supply, hardware, grocery, and drug lines during the first few months, and an attractive proposition was made to induce all of them to cooperate in the undertaking to establish the new product as quickly as possible.

At the same time, it is understood that when national distribution has been secured, which is expected to be by January 1, 1930, the manufacturer thereafter will distribute the auto polish exclusively through automotive supply and hardware jobbers.

In the meantime, two special deals are being featured to appeal to the two general classes of dealers and to help the jobbers sell them. What is designated as the No. 1280 deal offers one dozen fifteen-ounce bottles of the auto polish, having a retail value of \$12, with a purchase of one dozen No. 4 O-Cedar polish mops and one dozen twelve-ounce bottles of O-Cedar polish at the regular dealer prices. This deal is calculated to appeal to those dealers who regularly stock O-Cedar mops and polish. By merely placing an order for a normal stock of these products, at regular prices, they receive free a dozen bottles of the new auto polish at a time when it is being extensively advertised.

The other deal, designated as No. 720, is primarily for dealers who do not stock household mops and polish. They are invited to buy one dozen fifteen-ounce bottles of O-Cedar auto polish at the regular dealer price and

receive free one dozen No. 43 O-Cedar hand dusters, the retail value of which is \$6.

A letter-folder featuring these free deals was sent out to more than 50,000 dealers at the beginning of the campaign early in September, and a similar mailing, featuring a similar deal for the wholesalers, was sent to wholesalers in the grocery, drug, hardware, and automotive supply lines at the same time.

About the same time, the O-Cedar field forces were marshalled for the attack. Each of the thirteen division sales managers in America set his salesmen to work to stock wholesalers in his territory with the new product and to help them line up dealers. Their sales ammunition consisted of the O-Cedar name and reputation, the alluring possibilities in this new field, the generous free-deal offers, and the heavy artillery of a localized national advertising campaign. Salesmen were armed with portfolios of this newspaper advertising campaign, as well as with literature which stressed the free deals. A strong talking point was the offer to list all dealers in the first advertisement of the series.

The thirteen sales divisions broke the seventy main trading areas of the country in this way and at the same time did some constructive work in the hinterland near each major area. As soon as they lined up wholesalers and dealers in a given center, they notified the factory and the localized advertising campaign in that city was staged, consisting of an opening full-page announcement, listing all dealers in the territory, followed by smaller ads—usually one-half page or one-third page size—each week thereafter for four weeks. Dealers' names and addresses were published only in the first advertisement.

As a rule, only one newspaper in each city was used, although there were some exceptions.

Two premium appeals were also

Since O-Cedar already had national distribution in the grocery and drug fields, the new product is being introduced through these channels as well as through automotive and hardware stores. The

names of the dealers handling the new polish are listed in newspaper advertisements.

and Your Car Looks New!", "The New Car Cosmetic." "Old boat" and "bus" were used as synonyms for "car." For example: "Just go over the old 'boat' quickly with a soft cloth to which O-Cedar Polish has been applied; then clean off with a dry, soft cloth and — presto! Every smear, finger-mark, dust-smudge and dirt-sign disappears! Your car shines like Old Sol on a hot day! You can see your face in it! You'll be as proud of its appearance as you would be of a new model fresh from the showroom! There's nothing like it among Auto Polishes!"

"Read the O-Cedar Auto Polish 'Highlights' below."

"Get a trial bottle and Your Free Duster Today!"

"Take a look at our other generous household offer explained in the copy panel at right of this space. Visit your dealer to take advantage of this selection."

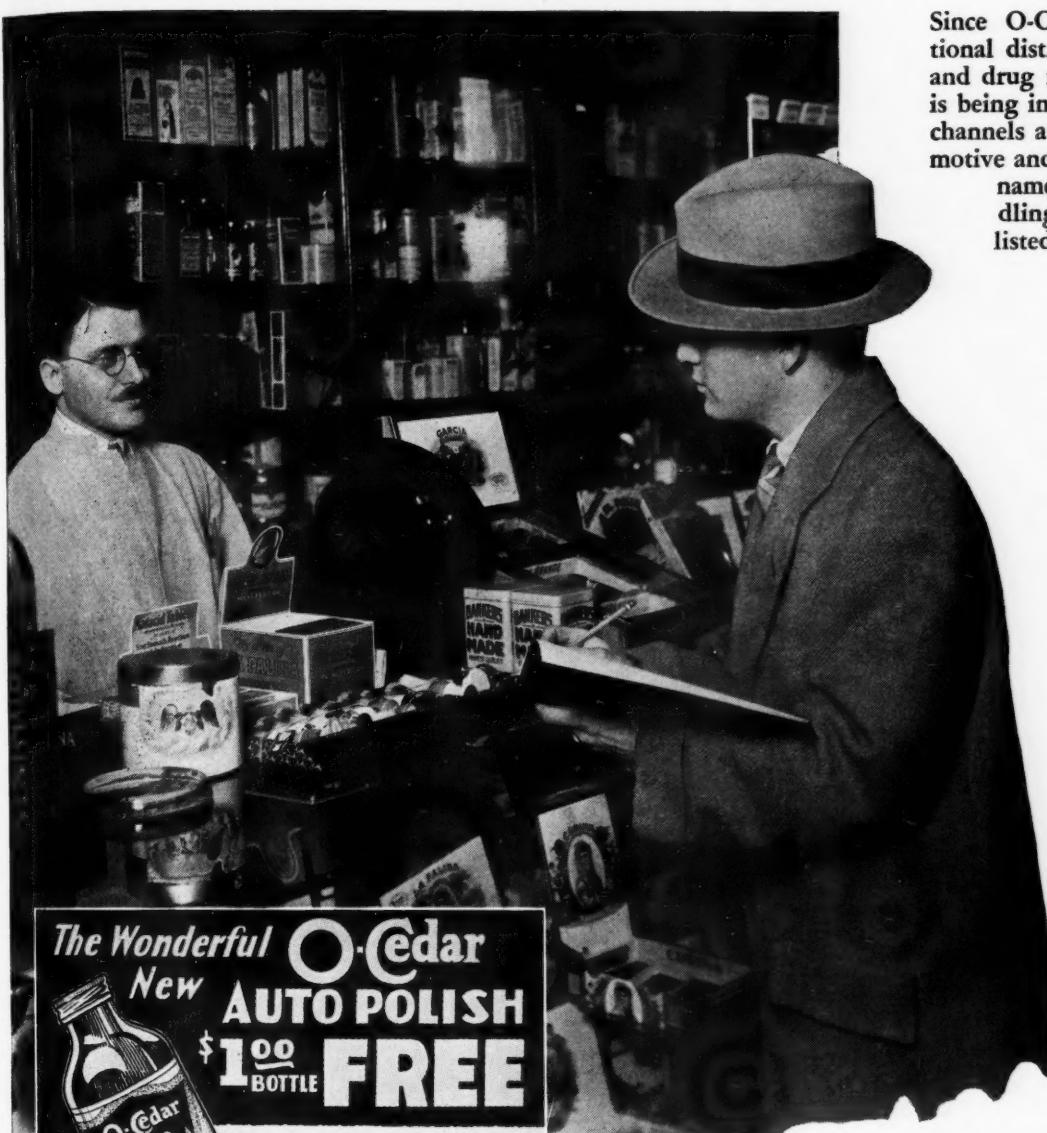
Again: "Just a soft, dry, old rag, a dash of O-Cedar, and your car looks as smiling as a June bride."

Or: "Just a clean old rag and a dash or two of O-Cedar, very little elbow-grease, and your car looks like a new model."

W. J. Sunderland, sales manager in charge of the introduction of the new product, stressed the manufacturer's policy.

"O-Cedar is the only mop and polish manufacturer that has stuck by the wholesalers over a period of years," he said. "We are going to continue to distribute our products, including the new O-Cedar auto polish, through the wholesalers. Heretofore, though, we have sold chiefly through grocery

(Continued on page 348)



## The Wonderful O-Cedar New AUTO POLISH

\$1.00 BOTTLE FREE

\$2.60 Worth of  
O-CEDAR  
Products \$1.60



To introduce this NEW and BETTER Auto Polish, we are giving a \$1.00 bottle FREE with the purchase of an O-CEDAR dollar Mop and a 60c bottle of O-CEDAR Polish for furniture and woodwork.

The new and improved O-CEDAR Mop is the peer of all Polish Mops. Made of long, full cotton yarns, it outwears and outworks all other mops.

O-CEDAR Polish is nationally known as the greatest brightener and beautifier of furniture, woodwork, floors, linoleums and everything varnished, painted, stained or lacquered.

Buy an O-CEDAR Mop and a bottle of O-CEDAR Polish and get this big bottle of the world's finest Auto Polish FREE!

### "A Masterpiece by the World's Master Polish Makers"

Motorists will find O-CEDAR AUTO POLISH far more efficient. We worked for seven years experimenting and improving before we placed it on the market. It polishes so brilliantly, so easily—requires much less time and effort.

**That Showroom Shine in Half the Time**  
O-CEDAR Auto Polish is unaffected by heat or cold and leaves no smear on chilly days. There is absolutely no oil or grease to collect dust in O-CEDAR Auto Polish. It restores the original lustre of your car in magic time and keeps it looking new for a long while.

Just a soft, dry rag and a dash of O-CEDAR AUTO POLISH—a rub or two and your car looks new!

Get a FREE bottle today at your dealer's and make your car look like a new model!

### Alternate Offer 50c Hand Duster FREE!

If you wish to purchase only the O-CEDAR AUTO POLISH, go to your dealer and get a 60c bottle. Then buy down one of the new "dwarf" dollar bills and get one of these marvelous labor-saving Hand Dusters FREE with your purchase. The Duster alone sells for 50c. It's the handiest kind of a device for polishing furniture and all kinds of household furniture.



offered the public and these were featured in all the advertisements. One of these was a fifty-cent hand duster with each bottle of the auto polish, the other was a free bottle of the auto polish with a purchase of a sixty-cent bottle of O-Cedar furniture polish and a dollar mop; \$2.60 worth for \$1.60. The point that these premium offers were for a limited time only was stressed.

A list of thirteen "O-Cedar Auto Polish Highlights" was boxed in the first advertisement.

The copy was breezy in tone and employed several rhyming slogans or phrases: "That Showroom Shine in Half the Time," "A Rub or Two

# Grocery Manufacturers Plan Cooperative Warehousing and Discuss Other Problems

**W**ASHINGTON, D. C., November 5, 6, 7. (By special wire.)—Probably the most significant discussion of the twenty-first annual convention of the Associated Grocery Manufacturers of America concerned the establishment and operation of warehouses for a cooperating group of members. It is understood that this subject took up much of the time of the executive meeting on last Tuesday, and it was also discussed on Wednesday during the open meetings of the convention, which were held at the Mayflower Hotel in Washington.

The association has already made arrangements for the erection of a warehouse in Cleveland, which will be operated entirely for the benefit of its members, and it is understood that similar projects are being considered for various other cities. Several members, interviewed after the executive session, said that it was their understanding that warehouses were to be operated solely for the convenience of wholesalers, and as a means of reducing distribution costs by concentrating stocks, cutting down cartage expense and giving salesmen a central and convenient place of meeting and garaging their cars.

Two or three others, however, expressed the opinion that the project was probably the first step in direct selling to the retailer. Concerning this, George D. Olds, Jr., newly elected president of the association, said that such rumors were without foundation because in his opinion the association is not organized nor can it be organized to enter the field of marketing for all or any of its members. "Selling to the retail trade direct would handicap the success of the entire plan," Mr. Olds said. "In fact, we plan definitely not to go to the retailer direct."

"Our future activity in grocery distribution concentration will be directed toward the elimination of existing complications. It contemplates direct and extensive benefits to wholesale buyers by providing them with grocery terminals as convenient, cen-



O. H. Cheney

tralized sources of supply for the merchandise which they choose to put into their stocks.

"The introduction of the retailer into this system would involve some of the very complications which the plan is designed to avoid."

During the discussion from the floor a member said that his goods had been stored side by side with those of his strongest competitor, to the benefit of both; that there was no doubt that cooperative warehousing would save ten to fifteen cents per case on his product, and that he would sell more goods than ever. He pointed out that the saving in cartage alone would more than compensate manufacturers for any slight possible competitive disadvantage. He also explained the advantage to manufacturers located in a community who could pool car lots to the warehouses. After the president had declared the proposition to have been proved sound and practicable and to promise a definite saving, the motion was then carried unanimously to send out questionnaires to all members covering all necessary information.

The sales managers' group meeting resulted in an agreement that it is

best, in selling chain stores, to work from the top down. Several related experiences of attempting to sell individual store managers which failed to produce profitable results and caused resentment on the part of home office buyers. In every case, according to the consensus, the home office of a chain should be called on first for permission to sell or sample individual stores, and no work of the kind should be done without permission or agreement.

Several sales managers expressed the conviction that detail selling is as necessary as ever. It was disclosed that some manufacturers are increasing their specialty sales forces, while others are employing fewer salesmen. However, with most of those in the latter class the reduction is due to the elimination of many small accounts, and is not a sign of any thought of discontinuing the detail form of selling.

During the discussion of sales quota systems several managers advocated basing quotas first on the general business to estimate a total, and then breaking it down to trading districts. A few expressed a preference for a quota for every salesman; but the majority favored the district plan and the policy of holding district managers responsible for securing the volume of business estimated for them. After considerable discussion, it was the consensus that it is not best to weight down individual salesmen with quotas, for the reason that a salesman's quota encourages the stuffing of orders, overloading of accounts and trick selling of various kinds.

The association also passed resolutions calling for (1) amendment of anti-trust laws to provide against interference with competition; (2) recommendation for a uniform state law covering admission and taxation of foreign corporations; (3) condemnation of present practice whereby certain states extract both franchise and income taxes for privilege of transacting the same business and (4) amendment of Federal Trade Commission Act to prevent unfair methods of competition by trade agreement as well as by formal means and to pro-

You have already been told how The Morning World is second in concentration of total circulation in the "ultra-income" districts of New York City. For many products there is a broader interpretation of quality, so that...

If your product falls into the "quality" group which appeals to the market providing the bulk of quality charge account business in New York City, then you are interested in reaching the 40 districts which produce 95% of the charge account customers for the seven leading Fifth Avenue department stores and specialty shops. Every advertising dollar you expend in New York must buy as much coverage in these 40 districts as any medium can provide. Almost half The Morning World's circulation is concentrated in these districts. This is the highest concentration among all morning newspapers. And The Morning World, among all morning newspapers, will direct the greatest proportion of your New York advertising budget into productive channels.

## The New York World

MORNING AND SUNDAY

Pulitzer Building  
New York

Tribune Tower  
Chicago

General Motors Bldg.  
Detroit

Another chapter in the  
new history of The World



vide for a written opinion in support of each final order to cease and desist and to provide for the application of the usual statute of limitations.

The following officers were elected Thursday afternoon at the closing session of the convention.

President, George D. Olds, Jr., General Sales Manager, Hills Brothers Company, New York; First Vice-President, Charles A. Vilas, National Biscuit Company, New York City; Second Vice-President, George H. Burnett, Joseph Burnett Company, Boston; Third Vice-President, D. F. Bull, Cream of Wheat Company, Minneapolis, Treasurer, B. E. Snyder, R. B. Davis Company, Hoboken, New Jersey.

There is no magic in combinations and mergers; the large size of a manufacturing business is no guarantee of its ability to produce and distribute economically; and with big business, as well as small, management is the all-important factor. These statements appear to have been the consensus of the addresses of four noted economists at the research forum held at the convention.

Dr. Melvin T. Copeland, of the Graduate School of Business Administration, Harvard University, engineered the meeting, and read a keynote paper on the probable effect of the concentration movement on distribution costs and prices to the consumer. This subject was also discussed by Prof. C. E. Griffin, of the University of Michigan, and Prof. W. C. Weidler, Dean of the College of Commerce and Business of Ohio State University. The probable effect of the concentration movement on the quality and improvement of merchandise and service to the consumer, furnished the subject for the papers by Prof. H. W. Hess of the University of Pennsylvania, and Prof. Ray Westfield of Yale University.

Excerpts from a number of the more important addresses given at the meetings follow:

**O. H. Cheney**  
Vice-President, Irving Trust Company,  
New York City

Complicated as the warfare between brands will be, it will cover only a narrow battlefield compared with the battle for stomach-space between the different types of food. The attacks on sugar and meat, for instance, have been direct—but even without such open bloodshed, the different types of food are in constant and inevitable competition. The consumption of one kind of food can increase only at the expense of some other kind. It is true that the rising

standards of living, diet education, the decreasing size of packages and the modern methods of processing, shipping and distribution have greatly increased the variety of foods served in the average household—but this variety must mean smaller quantities because Mother Nature, unfortunately, has set arbitrary limits on total consumption.

As a result, perhaps we may live to see the day of mergers and holding companies in the food industry based on a balanced diet—a single corporation producing something for every course in a good dinner. But even then, I suppose, the protein division of the corporation would probably be in competition with, say, the carbohydrate division, for the millions of dollars represented by a few calories.

#### Truth About Mergers

In the more immediate future, however, the determining factor will be something other than dietetics. It will be outlets, as well as the capital value of brand names. Manufacturers in the grocery field, as in almost every other field, are becoming every day more and more dependent for their very existence on the merchandising outlets through which they distribute their products. Because American manufacturers seem to be committed to the doctrine of huge volume and ever-increasing volume, the channel for getting the goods to the consumer must be kept clear for fast operation at almost any cost. . . .

Headlines have built up in the minds of every newspaper reader a vividly colored picture of gigantic mergers, with almost unbelievable capital and tremendous power. It is a commonplace of this picture that one object of these mergers is economies in operation and improvement in management. But I think the truth is more significant than that. Very little is known about what is really developing in management and operation in these great new corporations. They are so young that perhaps the executives themselves do not realize what is developing under their hands. How many are discovering that the economies in operation they were counting on are different in practice from what they were in theory? How many are discovering that although centralization of management may be good, more centralization is not necessarily better? How many are discovering that the problems they thought they were solving with mergers are becoming bigger and more complex under their very eyes because they are beginning to see them clearly for the first time? . . .

How can outlets be captured and how can the pressure of goods through them be increased? Is price the only answer? If it is not, why is it that almost every uneconomic and unfair practice in the first steps of distribution in any industry is simply a disguised form of price-cutting? . . .

Are not secret rebates, premiums, special discounts and free deals all forms of price-cutting? Deceptive containers are really a form of price-raising, but in actual practice they are used as means of apparent price-cutting, and thus present a double danger to an industry. And misleading advertising; discrimination in its various forms; abuse of buying or selling power; returned goods; drop-shipments; substitution—are any of these things used to capture new outlets? I take the liberty of calling attention to these examples of unsound practice because I know the best thought of your industry is earnestly striving for their elimination. . . .

It comes down to a very simple proposition. Are the distributors receiving as much profit as they should? If they are not, then there is something wrong either with their methods or with the whole price structure or with the whole system of distribution. If they are receiving fair profits, then secret rebates and similar deals are a tax upon the whole industry and upon the consumer. If they are not receiving fair profits, and the manufacturers know it, then it is time that the manufacturers paid the distributors for the services they are rendering and stopped trying to bribe the few who are strong or smart enough to know what they deserve.

**Charles Wesley Dunn**  
Member, *The New York Bar*

The entire discussion of the amendment of the Sherman Act boils down to two simple questions. They are: *First*, Is it desirable to provide that the act shall not prevent or punish business or trade action, the only purpose and effect of which is to promote constructive competition? *Second*, Is it helpful to have administrative advice upon the application of the anti-trust law? My answer is *Yes*.

**Loring A. Schuler**  
Editor, *The Ladies' Home Journal*

Control of distribution lies today, as always, wholly in the hands of the manufacturers and the twenty-six million women who are buying for the homes of America. Retailers may come and go; new and even more disturbing systems of distribution may

# *Business Is Good in St. Paul*

**T**HESE clippings tell what is happening in St. Paul. In the past few months alone, millions of dollars have been invested in various projects here. New buildings are under construction now — among them a 12-story office building and a 16-story bank and office building. New enterprises are being started every day.

A \$15,000,000 bond issue recently voted by the citizens of St. Paul, assures extensive city improvements and work for St. Paul labor.

This wide-awake city—at the hub of Northwest buying and selling—a vitally important distribution center—is progressing constantly. Good business is becoming better, a rich market is becoming richer—and potential sales volume for all advertisers is increasing.

And St. Paul is adequately covered by one paper—the St. Paul Dispatch—read by 91% of the city's English-reading families.

**SKYSCRAPER WILL RISE AT  
FOURTH AND MINNESOTA AND  
JOIN MERCHANTS STRUCTURE**

Cost, Including Site, Estimated at \$2,500,000, Will Be  
of Modernistic Tower Effect and Taller  
Northwest; Construction Work Expected  
the Way Early Next Year.

**LOBBY, 85 FEET  
TO OPEN AS Paramount**

Electric Sign 65 Feet High to  
Flash New Name September 19.

**\$365,904 LOW BID  
ON SAFETY BUILDING**

Offers on All Contracts Total  
\$458,149 Against \$480,000 Estimate.

The firm of Perry A. Swanson & Nakonan was the low bidder on the general contract for the construction of the new Public Safety building at Tenth and Minnesota streets where offices are opened by Karl L. Fleszar, city purchasing agent, Tuesday afternoon. The offer was \$365,904, comprising a sum of \$313,000 for the building and \$52,904 for the equipment and submaterial.

**JOB SITUATION  
REPORTED GOOD  
IN NORTHWEST**

Minnesota and Dakotas Use  
Large Amount of Labor,  
U. S. Survey Says.

**INDUSTRIES ADD WORKERS**

Large Numbers of Men Found  
Employment in Harvesting Operations.

**NORTHWEST BENEFIT  
INDICATED THROUGH  
NEW BANK GROUPING**

**JUNIOR BOOSTER  
ASSOCIATION OF  
CITY ORGANIZED**

Development of St. Paul Goal  
of 50 Younger Business  
Men.

**6-STORY STRUCTURE  
TO RISE IN MIDWAY**

\$2,000 Front Foot Paid for  
Lease Site District Record.

A high record for  
leasing and building for  
midway, today \$2,000 for  
a room and 100 feet  
frontage.

Plans of the  
new building  
are to be  
completed and  
offices and  
warehouses  
and Garload-  
turn of Activity.

For Company Worthy Mention,  
a favorable attention has been  
paid to the fact that we are  
now on a higher plane of  
activity than a year ago  
and increased activity will provide  
fully all directions of the com-

**SALES MANAGERS: WRITE FOR**  
complete compilation of St. Paul market data and our  
Special Proposition for test campaigns.

# St. Paul Dispatch - Pioneer Press

O'MARA AND ORMSBEE, Inc.

New York

## Chicago

## Detroit

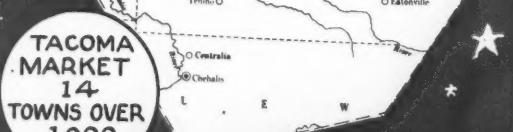
## Los Angeles

## San Francisco

# THE SPOKANE COUNTRY SPENDABLE INCOME

## Nationally Recognized Market Authorities

*The Major Market Maps  
of The Pacific Northwest  
FROM  
"A Study of All-American Markets"*



Abundant Evidence  
— "Tis a market  
worth winning  
completely!"



*A STUDY  
OF  
ALL-AMERICAN  
MARKETS*

1928 \$400  
52 TOWNS  
93,000 CIRC.

**Sales  
Management**  
**MEASURE  
OF MARKETS  
BUYING  
POWER**  
**MARKETS & MEDIA  
REFERENCE NUMBER**

Majority of Sales and Advertising Executives place a  
as in any "Half-Million-City Market" Re

**W**HAT LEADING MARKET AUTHORITIES SAY: Frequently by comparison we are greatly assisted toward reaching more profitable conclusions with regard to markets. Therefore, if you are among the few more important advertising executives who still place the Spokane Market merely on the basis of "Cities 100,000 to 150,000" in distributing your advertising appropriations and planning your sales activities, you will be interested in the following significant facts brought out in these four exhaustive and unbiased studies of American markets.

**AUTHORITY NO. 1—SALES MANAGEMENT (1929) "MEASURE OF MARKETS SPENDABLE MONEY":** According to the 1929 Markets and Media Reference Number, the 1928 per capita spendable income of the 582,000 Spokane County consumers led 32 states, including such rich markets as Indiana, Ohio, Michigan, Nebraska, Kansas, and Missouri. The Spokane County, according to this authority, had to spend and invest during 1928 over \$458,000,000. This year there is more spending money in the Spokane County than for 1928, because conditions in basic industries in this section are the best for many years.

**AUTHORITY NO. 2—EDITOR & PUBLISHER, "CONSUMER BUYING ABILITY OF 75 LEADING SHOPPING AREAS":** While Spokane City alone leads in population only 10 of the 75 cities forming the centers of the leading trading territories, the Spokane Market beats 29 in population of shopping areas and leads 52 of the 75 markets in income tax returns to population; 24 in consumer buying ability in "Class 1"—necessities, staples; leads 26 in "Class 2" in moderate priced needs, packaged staples; 29 in "Class 3" — quality necessities, staples, cheap luxuries; 29 in "Class 4" — fancy necessities, staples, moderate luxuries; beats 33 in "Class 5" — quality priced luxuries and non-staples.

**AUTHORITY NO. 3—"RETAIL SHOPPING AREAS" (PAUL T. CHERINGTON For) J. WALTER THOMPSON CO.:** Population City of Spokane alone leads only 6 of the 67 cities in Group 2 (population 100,000 to 500,000). Spokane's trading area population, however,



# INCOME OF \$746<sup>00</sup> PER CAPITA LEADS 32 STATES on Outstanding Importance for Pushing Sales



## Place as large Advertising Campaigns in Spokane and Repeat Because They Find it Pays

leads 21 of the 67, and 32 in income tax returns to population, including such markets as Columbus, Des Moines, St. Paul, Atlanta, Birmingham, and Richmond. Income tax returns Spokane trading territory outside of city leads average for the 67 markets by over 200%.

**AUTHORITY NO. 4—1929 "A STUDY OF ALL AMERICAN MARKETS"—**  
**THE 100,000 GROUP OF AMERICAN CITIES:** Please note maps from the book, reproduced on this page, showing number of towns over 1000 in the four major markets of the Pacific Northwest: Spokane Market—64; Seattle Market—11; Tacoma Market—14; Portland Market—38. And again, while Spokane leads only 27 of the 100 in population of city alone, based upon A. B. C. trading territory figures, it leads 43 in population of trading area, 80 in number of towns of 1000 or over, 43 in buyers over 15 years, beats 48 in passenger automobiles, 33 in bank deposits, 45 in retail and 51 in wholesale merchants.

**SALES AND ADVERTISING EXECUTIVES INTENSIFYING EFFORTS IN SPOKANE COUNTRY:** This is indicated by the fact that while Spokane's national newspaper lineage for 1928 showed the largest gain of any important Western city except Los Angeles, national lineage in THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE for the first nine months of this year shows a gain of 675,754 lines, or 21½% over 1928. The Spokane Country is truly an exceptional market, with 101,735 urban families—a market which may be adequately covered only through the 93,000 (86% UNduplicated) combined circulation of THE SPOKESMAN-REVIEW and CHRONICLE.



### SEND FOR MARKET SURVEYS

Many exhaustive surveys of the Spokane Country Market covering various products are available for advertising and sales executives—send for survey on your product. Prompt attention given to requests for special investigations.

### THE PACIFIC NORTHWEST and SPOKANE COUNTRY CONDITIONS GOOD

Based upon October 1st figures, the 1929 agricultural output of Washington, Oregon, and Idaho will reach \$725,000,000, with wheat and other grains, potatoes and apples alone having a value of \$34,000,000 greater than in 1928.

The Spokane Country farms and orchards alone produced over 1/10 of the nation's wheat and 1/5 of its commercial apples.

Spokane Country mining conditions are excellent—1929 production will go over \$70,000,000; lumber shipments over \$50,000,000. Total new wealth well over \$400,000,000.

Exhaustive trade survey covering 29 lines showed 1928 sales beat 1927 by 14.9%, and many lines this year show gains over last.



WASHINGTON FARMER, OREGON FARMER, IDAHO FARMER—Over 116,000 Net Paid Circulation, 83% UNduplicated with Any Other Farm Paper—In a field with Farm Buying Power 41% Above the Nation's Average.

grow up, but the housewife remains loyal year after year and generation after generation to those manufacturers who make the products she likes, and who do not let her forget them.

Right there is the kernel of the whole problem; the manufacturer must never let the consumer forget him. The only danger at present is that the manufacturer, in his anxiety to appease a long line of middlemen, may forget that the homemakers of this country, spending 85 per cent of all the money that goes into retail trade, are in absolute command of the whole situation. And let me warn you that the man who ignores the power of this household buyer is going to be sunk without trace.

You have asked me to tell you what the housewife thinks of concentration in distribution. She doesn't even know that it exists. She is fully aware that a revolutionary change is going on in the markets that she patronizes, but she is interested only in the effect that this change has produced upon her pocketbook or her convenience, and not at all in the causes that have brought it about.

The sound manufacturer has nothing to fear from the trend toward standardization. It merely frees him for greater use of his brains, for greater creative originality. Also, it gives him more to talk about in telling the public how his products go beyond the standards, which after all are bound to be minimum requirements. And from the consumer angle, there need be no fear that standardization of products means standardized living of the goose-step variety. It means, instead, that the consumer will agonize less over whether she is spending her money wisely, which means again that she will have more time and energy to devote to the finer things that we know as the luxuries of life.

### C. E. Griffin

*Dean, School of Business Administration, University of Michigan*

A presumption of economy exists in the case of the grocery chains because they have come to their present position as a result of face-to-face competition for the patronage of the ultimate consumers in thousands of trading centers. They did not spring full panoplied from the head of Zeus, nor did they at the outset enter into competition with the backing of powerful banking houses. In this keen competitive situation they have shown remarkable survival value. Likewise the voluntary chain, involving as it does both retail and whole-

sale function, has, in a shorter period, successfully met the keen competition of the chains on the one side and of the old type wholesalers on the other. This presumption of efficiency does not exist in the case of the recent mergers of manufacturers. They have been brought forth, not by gradual growth in the face of keen competition, but chiefly by large business deals often fostered by promoters and welcomed by active and extremely optimistic buyers of securities. Their strength, at least at present, lies in the strength of the constituent companies which have developed outside the merger. Whether they will show a degree of efficiency of operation and economy greater than that which characterized the constituents remains to be seen. . . .

### No Reduction in Advertising

But the leading mergers of the last few years have involved products which owe their prestige very largely to long-continued and intensive advertising of those specific products. To reduce this advertising of the special brands would seem to be very unwise. If any change in the advertising policy is brought about by the merger it would likely be by way of institutional advertising for the new company, which would be a net addition to the advertising of the constituent units. The advertising policy of the largest merger in the automobile field probably points this way. No economy then, at least in the sense of reduced expense, is to be expected from this quarter.

As to the expense of physical distribution, some savings may be made where the companies have been carefully selected with this point in mind. For example, a large manufacturer of perishable food products having a nation-wide organization for the prompt distribution of these goods finds that other products which could likewise benefit by such prompt distribution can be handled with relatively slight additional expense. Even here caution is required, for although at first sight little added expense is involved, it is probable that in time the system will have to be modified to meet some special needs of the new product or the system will be extended beyond the limits dictated by the needs of the old product.

As to the use of salesmen, the grocery mergers theoretically offer good prospects. When the products involved are not in conflict with one another, when they are sold to the same retailers, and when they do not require the services of technical specialists, it ought to be possible for

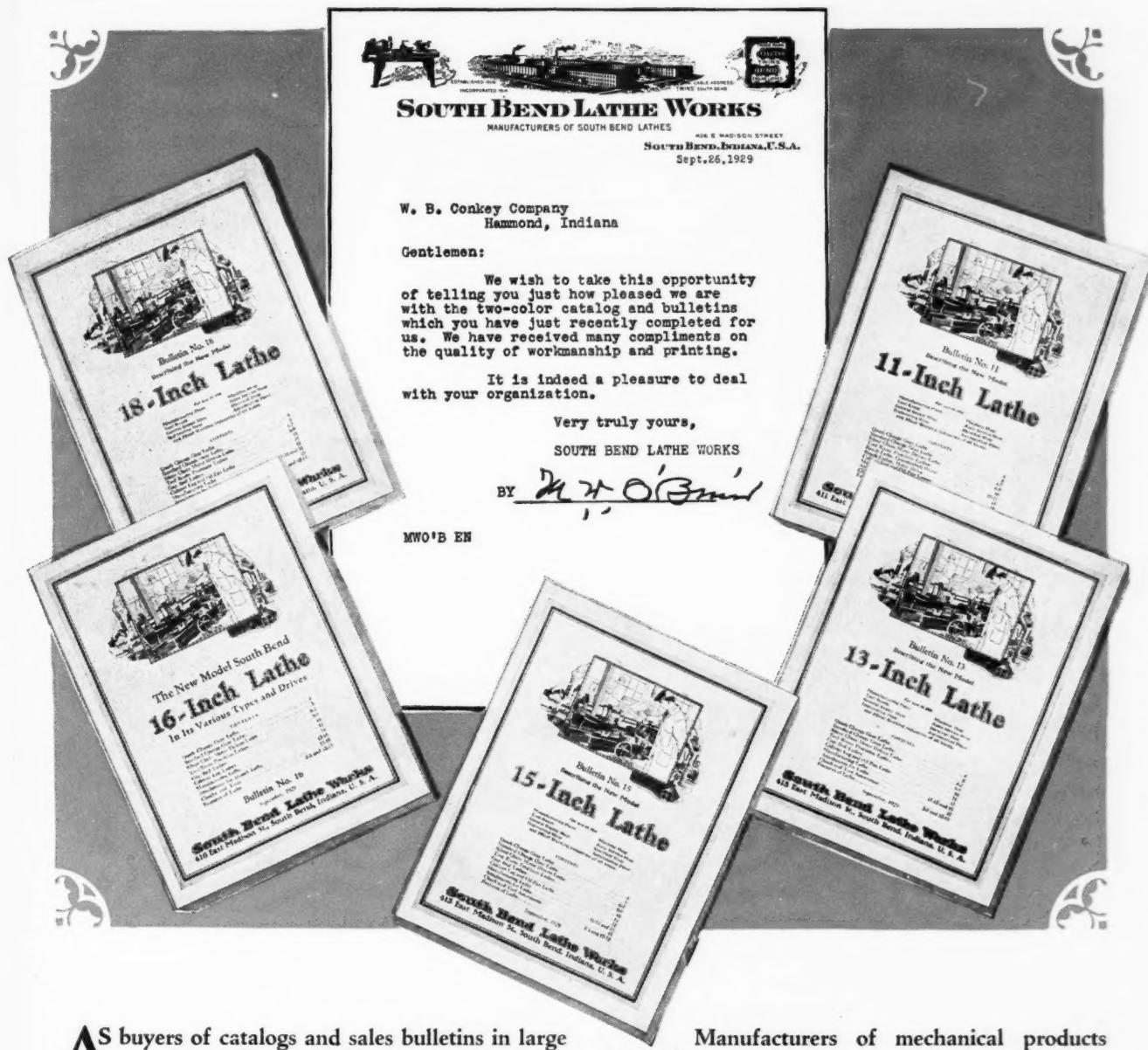
one salesman to present a dozen products with almost as great effectiveness as half a dozen. As any organization—an army, a university, a department store, or a manufacturing company—becomes larger, the number of contacts between the members and between the individual members and the directors tends to increase at a disproportionate rate, and the overhead expenses are thus likely to play a larger part in the expense of business. Unless the increased size of the business, therefore, does yield, not merely as low costs as previously existed, but substantially lower costs, the net result will be an increase in total expense. . . . When the ownership passes to a new and huge banker-conceived merger, something of the daring, initiative and driving force of the founders of the business is bound to be lost. The successful manufacturing companies involved in these mergers have commonly owed much of their success to group loyalties and personal relations, sometimes of a family nature, that are very strong. These are not to be bought for a price nor traded for the stock of a new merger. The merger that merely represents a new ownership will be in danger of forfeiting the peculiar strength of the small company without gaining the offsetting advantages of the coordinated activities. This is simply another way of saying that there is no magic in the combination, through merger, of a number of independent companies. Quite the contrary; for the combined company will be less efficient than the constituent companies unless some distinct economy can be effected by the large organization which is not possible with the small.

**Ray B. Westerfield**

*Professor of Political Economy, Yale University*

The production, warehousing and financing of the constituent companies can be more easily consolidated than their selling activities. Few salesmen or sales managers can push diverse lines impartially and well, or even all members of a given family, and when the specialty selling that ruled in the merging companies ends the several products are too likely to lose their identity. This is the usual record of full-line forcing. Concentration that attains complete lines is apt to fail unless the company continues to specialize on each unit in the line. This can be done best by keeping alive the individualities of the merging companies, keeping them practically as independent as before the merger. The best illustration of

# Conkey-Printed Bulletins help sell the Famous South Bend Lathe



AS buyers of catalogs and sales bulletins in large quantities, the South Bend Lathe Company, South Bend, Ind., requires the highest type of printing service.

Illustrated on this page are a few sample bulletins of a large South Bend order recently completed. The W. B. Conkey Company has served the South Bend Lathe Company in an efficient and satisfactory manner for many years. The commendatory letter, reproduced here, indicates great satisfaction with Conkey service.

Manufacturers of mechanical products should be particularly interested in Conkey ability, as displayed in the high quality of work produced for the South Bend Lathe Company.

In the immense Conkey plant, *every* step in the production of *your* sales literature can be carried on with the economy and dispatch which characterizes all South Bend jobs. Ask to have our representative explain *all* the advantages of Conkey service in the production of business literature of every character.



**W. B. CONKEY CO.**  
Printers, Binders and Book Manufacturers

HAMMOND INDIANA  
BRANCH OFFICES IN CHICAGO & NEW YORK

this type in the food industry is the Postum Company, and it may be expected to afford a better product and service. But the mere fact that a combine handles many lines is no warrant that it will issue a better product or service. . . .

Mergers do best in mature, stable, quantity production fields. Mr. Ford sacrificed a year's production and millions of dollars to bring his model and plant up to date. The larger the investment the more reluctant is the producer to change his product or his marketing process. Consequently, mergers in the fields where fashion reigns—and that is becoming almost universal—are going to require astute management lest they fall before the small but astutely operating independent who is inventive, up-to-date or ahead of it, and aggressive in meeting the consumer's needs and fancies. Mergers create an excellent opportunity for the independent unless they give special heed to the development department. It is on this potential and actual competition that the consumer may rely, confident that price, quality and service will still favor him even though there be mergers in the land. . . .

The formation of associations of independent stores for buying and research purposes means that effort will be made by independents to match every advance in service or quality initiated by the aggressive chains. The mergers of chain store systems do not mean any let-up in competitive effort. The chain companies are merely finding that it is not economical to have their stores widely scattered and consolidations are a means to a higher density per area.

Finally, it means that chain stores in the grocery field will change the character of the independent. The independent will deal less and less in package and bulk groceries and become more and more like delicatessen shops, selling cooked foods. This is a field which chain stores cannot well enter; the need for catering and local production runs counter to the chain store scheme, which succeeds best in packaged goods nationally advertised. Therefore, it would seem that a drift of this nature in grocery retailing would serve, through more specialization, to improve the quality of goods and service.

#### T. F. Branham

President, National Wholesale Grocers' Association

The intense competition now between distributors of food products of a known advertised value has completely scrapped hit-and-miss methods

of accounting. The prudent wholesale grocer today feels that he is sure of his ground only when he figures his costs first on individual products by bulk, weight and value, on individual territories, and finally on individual accounts.

#### J. Frank Grimes

President, Independent Grocers' Alliance

America has been primarily a nation of proprietors. Opportunity for enterprising, ambitious and hard-working men and women to own a business of their own has been the great incentive behind the remarkable progress our country has made.

Today we see a departure from this great fundamental principle and the individually owned business is being condemned as inefficient and no longer worthy of support and encouragement.

As a result a great national issue is dawning on our political horizon. It promises to be one of the greatest fights in the history of our country. The perpetuation of one of the greatest of America's ideals is at stake. As always before, the people will win, and, as always has been the final result, calamity will overtake those destroying public welfare.

The retail business has been and is primarily and essentially a local business. Upon its progress and success lies the steady development of the thousands of small villages and cities which form the very backbone of national prosperity. In most small communities, retailing, agriculture and banking are the only businesses to be found.

The claim is made that because independent retailers are inefficient they should be driven out of business. Retailers are called incompetent—unresponsible—dumb-bells, and so have no place in business. Let us carry this contention a little further. Because many people are sick and in distress and are unable to perform efficiently should they be quietly chloroformed and put out of the way?

The retailers in the I. G. A. represent actual sales volume of over 520 millions per year—second in volume to only one great chain. The buying power of this great group of individually owned retail stores is being pooled to secure whatever advantages mass buying legitimately offers. Results are steadily proving that in buying, the organized independent has evened up the score.

In advertising the I. G. A. merchant is now in the lead—using over 300 leading newspapers weekly—distributing over two million copies of

I. G. A. Store News each issue—with most attractive window and interior displays, changed weekly—with a \$500,000 national radio and magazine advertising program soon to be launched—all this together with splendidly organized and executed special sales drives and other practical methods of publicity the advertising program of I. G. A. retailers is most complete and result producing.

Eventually the ceaseless hammering down of prices paid to producers must have a serious reaction. Many producers who innocently have been dazzled by large orders from chains have found themselves in trouble. The I. G. A. has definitely established a policy that if it is known a producer is naming a price below cost—that producer will not get the order.

The effects socially and politically that would follow the destruction of small business and the opportunity to get into small business may shake our whole business, social and political fiber to its very foundation.

#### Lawrence Company Ends 115 Years of Service

Lawrence & Company, firm of textile selling agents, of Boston and New York, which was established in 1814, will be dissolved January 1, with the withdrawal from the partnership of John E. Rousmaniere, New York partner.

Mr. Rousmaniere on that date will become a partner in the selling agency of Minot, Cooper & Company, and that firm will act as selling agent for the Merrimack Manufacturing Company, an account handled for years by Lawrence & Company.

Other mills whose accounts have been handled by the Lawrence firm on that date will start selling for themselves, Mr. Rousmaniere said.

Besides the withdrawing partner, other members of the firm are John S. Lawrence and Henry F. Howe.

They have not announced their plans.

#### Eastman, Scott Forms New York Affiliation

Campbell, Lowitz & Whiteley, Inc., New York City, have become affiliated with Eastman, Scott & Company, Atlanta. Through the affiliation, the facilities of both companies will be available to the clients of each.

There will be no change of stock ownership—although Myra Scott Eastman becomes vice-president of Campbell, Lowitz & Whiteley, and J. H. Whiteley, a vice-president of Eastman, Scott.

# Easier and Faster Sorting

*means BETTER sorting . . . and adds VALUE to the paper*



THE operator at a sorting table in the Champion Mills doesn't have to stoop, reach or lift. Her work is free of all drudgery...her whole attention is focused upon the sheet of paper she turns over so easily. She sorts faster; she sees the surface of the paper more clearly...she guarantees for you a higher standard of paper quality.

The interesting sorting tables in the Champion Mills were designed and built by Champion for its exclusive use. They are raised and lowered by hydraulic power, keeping the "take-off" and "put-on" piles of paper always on a level.

An automatic ream counter prevents mistakes, and removes the last "burden" from the operator.

Because Champion has modernized and simplified so many operations in its mills, it is able to produce a finer paper quality in every price class.

FIVE years ago coated papers of our manufacture were comparable in smoothness to similar grades. Today our cheapest grade is as smooth as was our best coated paper of five years ago! And the higher grades have correspondingly greater smoothness.

Smooth, compact coated surface is not all that is required for good half-tone results. By new developments of control, we have obtained other features of benefit to fine printing. The compact coating as we make it and apply it allows us to maintain more uniform color of white coated papers, more bulk in each weight without sacrificing strength, more uniformity of bulk, and, more important still, a greater uniformity in the receptivity of the paper for printing ink.

All of these things are accomplished factors due to research and have brought each of our coated papers very close to the ideal long desired by printers...better half-tone results with less make-ready, less ink, less offset and with faster printing.

Printers know where to secure Champion papers. They are identified by the Champion trade-mark in paper merchants' catalog price lists.



A SPECIAL FOLDER on Champion sorting is one of a series of 11 on CHAMPION VALUE. If you would like to see this series please ask for it on your letterhead.



THE CHAMPION COATED PAPER CO.  
HAMILTON, OHIO

Manufacturers of Coated and Uncoated Papers and Cardboards  
Over 1,000,000 lbs. Daily  
Founded 1891 by PETER G. THOMSON



# Sales Problems the Public Warehouse Can Help to Solve

Part II of an article\*

BY RICHARD WEBSTER

Vice-President, Reimers & Whitehill, Inc., New York City

THE Los Angeles Warehouse Company, through M. E. Turner, president, gives as typical figures for average merchandise the figures presented in the box on this page.

Obviously costs will not be low in any warehouse if goods are kept there too long. Merchandise warehouses are not an aid to distribution if they are used primarily as *storage* warehouses. The only scheme of distribution that will be economical and profitable is one that is planned to keep up a constant flow of goods. But flow of goods in itself and keeping costs down are two factors that have no strong appeal for sales managers. They want new and profitable business. Warehousing service helps get that too. The New York market was opened up for a certain maker of domestic appliances by the newer type of warehouse service. The manufacturer in question had been delivering from his factory but his salesmen could find only two outlets in metropolitan New York big enough to take carload lots. The salesmen could get no orders from distributors who could not afford to stock in quantity. But with spot stock at a New York warehouse the salesmen found it easy to open and hold new accounts. Quite true that none of the new accounts were as large as the first two who took carloads, but from the many new small outlets the total volume was soon enough to make the previous red figures on the New York ledger page a healthy black.

A manufacturer of a seasonal product is penalized if he handles his own distribution because he cannot control his space requirements and must be governed all year long by his part-year maximum. But in the public warehouse he can have more or less space almost at a moment's warning and pays only for what he uses. This elasticity of the public warehouse is one of its great advantages over the continuing costs for maximum pro-

## Private versus Public Warehousing Service Costs

### Factory Private Warehouse

	Per Cent
Receiving and Shipping Clerk . . . . .	3.08
Warehouse Help . . . . .	4.08
Shipping Supplies . . . . .	.06
Rent . . . . .	3.46
Taxes, Insurance, Interest . . . . .	23.30
Maintenance of Buildings and Fixtures . . . . .	.28
Unclassified . . . . .	.50
	34.76

### Public Warehouse

	Per Cent
Storage . . . . .	
Receiving and Delivery . . . . .	
Unloading . . . . .	10.00
Assorting, if necessary . . . . .	
Actual time of labor used . . . . .	
Actual storage space used . . . . .	10.72
Taxes, Insurance, Interest . . . . .	
	20.72

visional space and labor of one's own shipping department. A Chicago warehouse reports the experience of a manufacturer of preserves who had operated his own warehouse in Chicago for many years at a monthly expense for space of \$200. The bulk of his merchandise came in a five-month period. His warehouse space was overcrowded then and the rest of the year he needed only about a third of that space. Now he uses a public warehouse, renting space for five months at \$250 a month and for the other seven months paying only \$80 a month. Besides saving \$590 a year for space, he needs one less employee—a further saving of \$1,800 a year.

Sometimes when I ask a manufacturer what he thinks about warehousing as an aid to physical distribution, his answer is given in terms of railroad freight: "We know rail and water rates—we have a very good

man in our shipping department."

But freight costs are usually only a small fraction of the total expense of physical distribution. So that even if you are wasting no money on freight there are other factors to be considered. Besides that, ordinarily a public warehouse can do better for you on freight than you can yourself. The reason is the old fundamental of modern business—lower cost per volume. Often where you could not get it yourself a public warehouse can get for you the advantage of carload rates. A Department of Commerce Bulletin says: "The difference in the freight charges on a quantity of goods is frequently sufficient to pay all storage and handling costs, without reference to the services that obtain in warehouse distribution. . . . Fruit juices in cans (boxed) take an l.c.l. rate from San Francisco to Green Bay, Wisconsin, of \$2.25 per hundred pounds; if routed in carload lots via Chicago the rate is \$1.05 to Chicago, plus an l.c.l. rate of fifty-five cents from Chicago to Green Bay, a total of \$1.60 per hundred, allowing a saving of sixty-five cents."

## Reduce Damage Costs

If you increase your proportion of carload shipments, you lower your loss and damage payments. These pile up on less-than-carlot shipments, with poorer packing and less careful handling. Besides the money saving there is frequently an important gain to the manufacturer in good will from distributors and consumers.

H. C. Herschman, president of the Terminal Warehouses of St. Joseph, Inc., gives this example of the value of volume shipments to public warehouses for a national sales organization.

"One large manufacturer with two factories serves 10,000 of his 16,000 customers through sixty public merchandise warehouses in seventeen states and two Canadian provinces—and saves \$20,000 a year by shipping in carlot to these customers . . . an economy beneficial not only to the manufacturer but to his customers and eventually to the consumer."

Griswold & Walker of Chicago illustrate from another angle the economy of *mere traffic* as handled by a

Part I of this article appeared in SALES MANAGEMENT for November 9.

# With due regard for A-B-C . . . how about H-O-M-E ?



BY what tests can you determine whether a newspaper that claims home appeal really gets home? How avoid an excess of circulation among casual readers, in advertising products which sell mainly around the family conference table?

Test No. 1 would be a house-to-house investigation. Hardly practical, where circulation runs into the hundreds of thousands!

Test No. 2—a careful examination of the newspaper itself. Surprising how few space-buyers give this test the importance it deserves.

Test No. 3—the actual experience of advertisers, over a period of years.

Test No. 4—the seven-day loyalty of readers.

\* \* \*

Assuming that you can not personally ask thousands of Boston home owners which newspaper they favor—Assuming also that you have analyzed the features of Boston's several papers—What about the experience of advertisers?

Boston merchants, whose business stands or falls on their success in reaching the home, use more space in the Globe, seven days a week, than in any other paper. The department stores place 48% more advertising in the Globe, for the week as a whole, than in the second paper. Such patronage is not won by claims alone!

Then, seven-day reader loyalty . . . Of the three Boston newspapers that carry most of the advertising, one loses a third

of its week-day readers on Sunday. Another loses nearly two-thirds. The Globe holds its week-day audience in Metropolitan Boston practically intact on Sunday. *The seventh day proves the home appeal claims of the other six days!*

\* \* \*

THE GLOBE specializes in local news and home features. It has a larger staff and prints more local and suburban news than any other Boston paper. Its Household Department, established 35 years ago as the first "woman's page" in America, has become a recognized institution in Boston homes. School news is complete. The sport pages are read throughout New England and widely quoted. Business news is edited for substantial business men. Religious news covers all denominations. And there is complete freedom from bias in politics.

\* \* \*

You can reach a proportion of Boston homes without the Globe, of course. But with the Globe you can reach *more* of the *worth-while* homes, daily and Sunday, and do a more profitable selling job, dollar for dollar of advertising expenditure.

All the facts are contained in our booklet, "Reaching Buying Power in the Boston Market." Write for a free copy.

**The Boston Globe**

## Facts about Boston and the Globe

Boston's shopping area ranks fourth in population, third in per capita income tax returns, of the major American markets. Average family wealth is \$9000. Savings deposits average \$2000 per family.

Within 12 miles of Boston's City Hall is the territory called Metropolitan Boston, defined by the A. B. C. as the "City" district. It is composed of Corporate Boston and 39 bordering and nearby suburbs.

Here in Metropolitan Boston the Globe is definitely the *home* newspaper, for it is the only Boston newspaper which holds all of its readers in this rich district *seven days a week*.

Boston's great department stores do 46% of the local advertising in Boston newspapers. With seven dailies and four Sunday papers to choose from, they spend 37% of their entire Boston newspaper appropriation in the daily and Sunday Globe *alone*.

BOSTON GLOBE,  
Boston, Mass.

Please send me free copy of your booklet "Reaching Buying Power in the Boston Market."

Name .....

Address .....

City ..... State .....

warehouse. A New York manufacturer for many years shipped his goods to the Middle West by parcel post at an average cost of sixty-two cents a package. Now he pays forty-four cents, of which twenty cents is l.c.l. freight rate from New York to Chicago, fourteen cents is average parcel post from Chicago, and ten cents is warehousing charge. The saving of eighteen cents, nearly 30 per cent of his previous expense, jumps up to twenty-eight cents (nearly 45 per cent) when he makes carload shipments to Chicago.

But it is not merely because the public warehouses do a bulk business that they can save the manufacturer money and increase his profits. An even more fundamental reason is that the warehouseman has studied this new problem and is studying it. He knows transportation, both incoming long haul in large volume and outgoing short haul in small quantity. He knows the locality—for selection of

his own site, for trucking, for labor costs, for trade conditions. His specialized knowledge is the best practical answer to theories about integration.

The business counselor or advertising man with the outside point of view is sure to be enthusiastic about the many ways the warehousemen can help sales. He is almost certain to be equally enthusiastic over the necessity that someone—preferably himself—help the warehousemen sell their own service. This service must be sold not only to its prospective purchasers, the manufacturers and their sales departments, but also to all the "fringe" factors: newspapers and Chambers of Commerce, since they, like the warehousemen, have a market to sell; advertising managers and advertising agencies, interested in creating profitable sales, in stopping leaks in costs, and in getting local market information; and the educators of business, both trade press and the business schools of America.

and in the advertising literature placed in the boxes reaching the grocer and the consumer.

The apples, on the eve or very verge of ripening, are picked delicately from the trees and are rushed as soon as they can be taken from the baskets of the pickers to a cold storage plant at Wenatchee for the "prepak-kooled" treatment. The apples remain in the low temperature fresh, firm and crisp, for a period of seventy-two hours before they are taken out for packing.

Experiments have shown that the seventy-two hours of low degree coolage have effectively stopped ripening of the fruit, which may then safely be cleaned, wiped, sorted and graded for placing carefully in trademarked wrappers in their boxes.

Only a sufficient quantity for 200 boxes is removed at a time, so that the fruit is only out of cold storage for one hour to prevent a relapse to ripening.

The fruit is finally placed either in refrigerated cars or ships to reach world-wide markets.

## Apple Cooling Process Prevents Spoilage in Distribution

**F**AR greater care than in the handling of imported bric-a-brac is now exhibited in the picking, packing and distribution of Jim Hill apples, with a new cooling process that retards ripening, being widely advertised. The new cold-packing method and careful handling is aimed at the elimination of spoilage while in the hands of producers, distributors and retailers.

Spoilage through carelessly tearing the tops from boxes by inexpert grocery clerks is being overcome to some extent by the new "twelve in a carton" package of Jim Hill apples, also widely advertised with a special campaign, but primarily through a preservation process which is started as soon as the apples are carefully plucked from the limbs of trees of the apple orchards of Wenatchee, Washington.

A careful study has been made by the Wenatchee district cooperative association, packers of the Jim Hill brand of apples, as to the best picking time. Pomologists and government experts have aided in this research among the great apple orchards. It has been estimated that when the weather is warm in the orchard, each day that the apples ready for picking remain in the trees, longevity is diminished by from ten to twenty days.

To increase longevity and insure the



### Cooled 72 hours before packing...

**T**OO RIPE apples deteriorate rapidly. You lose money. Retailers lose money. Customers are dissatisfied. Now you can buy Jim Hill "Prepak-Kooled" Apples in firm condition...for they are rushed from orchard to cold storage, cooled for 72 hours, quickly packed, returned to cold storage. There they stay until shipped in refrigerator cars. You cannot buy finer quality apples than Jim Hill "Prepak-Kooled." Write today for quotations.

### PREPAK-KOOLED\* Jim Hill Apples

\* PREPAK-KOOLED: Immediately after picking, apples are rushed from orchard to cold storage, remaining there 72 hours. Then only 24 hours later are they removed, quickly cleaned, wiped, sorted, graded, weighed, packed in trademarked wrappings, packed in clean new boxes, and immediately replaced in cold storage, there to remain until shipped.

WENATCHEE DISTRICT CO-OPERATIVE ASS'N • WENATCHEE, WASH.

*The new packing process of Jim Hill apples is described in the trade paper advertising of the Wenatchee District Cooperative Association and in the literature placed in the boxes.*

state of preservation and perfection while in the various stages of reaching the consumer's table is the aim of the growers and of the association, which worked out a pre-cooling process with the desired result—as told in the trade journal advertising of the association

### Classified Property Tax Subject of Prize Essay

A study of the classified property tax in the United States, from the early days of the American colonies when this method of taxation first appeared, later to be superseded by the general property tax, until the present growing movement in favor of the classified property tax, is outlined in "The Classified Property Tax in the United States," by Simeon Elbridge Leland (492 pp., Houghton Mifflin Co., \$3.50). The volume is of chief interest to economists and public officials. The underlying principles of the classified property tax are discussed and their application is considered. Experiments with classification in the United States are analyzed and systems of classification are presented. The book ends with a summarization of the writer's conclusions. It was awarded second prize in the Hart, Schaffner & Marx "Prize Essays in Economics" contest in 1926.

### Super-Salesman Provides Fun in Fiction

Alexander Botts is a salesman—he sells tractors. And how he does sell! "Alexander Botts" (Earthworm Tractors), by William Hazlett Upson (289 pp., Farrar & Rinehart, Inc., \$2.00), is a bit of fiction that is as funny as anything ever produced in the way of a business story. It is a story of selling that the reader will start with a chuckle and finish with a laugh.

Alexander Botts is continually in hot water and just as steadily he manages to get out of trouble with a whole skin—and close sales. He is persistent. He is resourceful. He is determined. And he is "sold" on the Earthworm tractor. Good assets for any salesman, by the way. Here is a fiction story that has the merit of a moral without preaching.

(SALES MANAGEMENT Book Service will take orders for any book reviewed in the magazine).

# COLOR PRINTING HEADQUARTERS

## CUDAHY'S HISTORY



## OF THE PURITANS

"WHY DON'T YOU SPEAK FOR YOURSELF, JOHN." WAS THE ANSWER OF THE PURITAN MAIDEN, PRISCILLA, TO THE ELOQUENT PLEADINGS OF THE TIMID YET CHIVALROUS JOHN ALDEN IN BEHALF OF HIS FRIEND, THE GALLANT CAPTAIN MILES STANDISH. PRISCILLA'S REPLY HAS BEEN AN INSPIRATION TO THOUSANDS OF HESITANT WOOERS. EVEN ALDEN TOOK HEART AND LATER WON THE CHARMING PURITAN MAIDEN AS HIS BRIDE.

The Cudahy Packing Co. U.S.

Puritan Hams·Bacon·Lard



[ This two piece Window Display, unique in construction and story telling interest, possesses positive sales power. ]

**Our Product helps sell Provisions  
We can help sell your Product too**

**THE UNITED STATES PRINTING  
& LITHOGRAPH CO.**

CINCINNATI

BALTIMORE

BROOKLYN

# THE UNITED STATES PRINTING & LITHOGRAPH CO.



CINCINNATI

## SERVICE OFFICES

### *in following Cities:*

Baltimore . . . 25 Covington St.  
Boston . . . 80 Boylston St.  
Brooklyn . . . 79 North 3rd St.  
Chicago . . . 130 North Wells St.  
Cincinnati . . . 15 Beech St.  
Cleveland . . . 1104 Leader Bldg.  
Detroit . . . 7915 Indiana Ave.  
Indianapolis 414 Traction Bldg.  
Kansas City  
    1306 Waldheim Bldg.  
Minneapolis . . . 433 Palace Bldg.  
New York . . . 110 Hudson St.  
Philadelphia . . . 437 Chestnut St.  
Pittsburgh . . . 609 Renshaw Bldg.  
San Francisco . . . 112 Market St.  
Seattle . . . 1107 Hoge Bldg.  
St. Louis . . . 413 Frisco Bldg.



BROOKLYN

## MANUFACTURERS

*of*

Art and Commercial Calendars  
Broadsides · Booklets · Blotters  
Book Covers · Display Posters  
Catalogs · Circulars · Cutouts  
Car Cards · Display Containers  
Folders · Folding Boxes · Fans  
Fine Art Prints · Letterheads  
Festoons · Inserts · Wrappers  
Labels · Menu Cards · Novelties  
Offset Lithography · Post Cards  
Package Slips · Window Trims  
Show Cards · Window Pasters  
Hangers · Posters · TradeMarks  
Poster Stamps · Transparencies

**S**HOWN on the front page of this insert is a window display that ties the sales knot tight.

No one who has seen the Puritan advertising in the Ladies' Home Journal and Liberty is going to miss the tie-up which exists between the printed advertising page and the butcher shop which shows this display.

It's a real piece of sales getting collateral material.

Yet, it is nothing less than should be expected from an organization privileged to service a majority of the representative businesses of the country.

There is the wide knowledge from which to draw ideas and inspirations; the experience that decides what will work and what will not; and three separate plants, each devoted to one phase of color reproduction, to put the ideas into finished form.

You will enjoy this unusual degree of experience and service when you call in the U. S. representative. He gives you an unbiased opinion of the kind of work you should buy, for he can furnish either color lithography or color printing or both, whichever is best fitted to produce the desired results.

One is conveniently located to you. If necessary he can be in your office tomorrow morning. Write, wire or 'phone the nearest branch office.



BALTIMORE

## Ford Will Introduce "Improved" Model on January 1

An "improved" Ford—neither a new car nor a completely new model, but embracing a number of changes—will be introduced by the Ford Motor Company through its 14,000 dealers about January 1, SALES MANAGEMENT learned this week. In addition to mechanical improvements, it will probably be longer and wider than the present car.

The car will be advertised widely in local and national media. It will sell on the price level of the present model A, which the company put into effect a couple of weeks ago as a step in restoring public optimism, jarred by the stock market decline.

When the reduction was announced by Edsel Ford it was thought in some quarters that the move might be an attempt to clear dealers' stocks in anticipation of the new model. In helping to effect the reduction, Mr. Ford pointed out, "our dealers are accepting a reduction in their discounts." SALES MANAGEMENT learns, however, that the changes in the car alone will not be sufficiently radical to justify the reduction, and that the demand for the present car—177,483 units of which were produced in October—shows no appreciable slackening.

The price "reduction" will only restore the original model A price levels. Since the introduction of the model A nearly two years ago prices for the various types have been generally boosted.

A table of prices bears out this fact:

	Original price	Old price	**New price
Phaeton 5-passenger	\$395	\$460	\$440
Roadster 2-passenger	\$385	\$450	435
Tudor sedan	\$495	\$525	500
Fordor sedan, 2-window	\$570	\$625	600
Fordor sedan, 3-window	\$650	\$650	625
Town sedan	\$695	\$695	670
Business coupe	\$495	\$525	490
Standard coupe	\$550	\$550	500
Sport coupe	\$550	\$550	530
Cabriolet	\$670	\$670	645
Town car	\$1400	1400	1200

\*December, 1927; †May, 1928; ‡November, 1928; §January, 1929; ||February, 1929; \*\*November, 1929.

## To Hold Restraint Hearing

Final argument in the series of hearings being conducted by the Federal Trade Commission on a charge of restraint against the American Association of Advertising Agencies, American Newspaper Publishers Association, Southern Newspaper Publishers Association, Six Point League and the American Press Association, will be taken at Washington, November 29—the commission being represented by Eugene W. Burr, attorney.

The hearing will take place at ten a. m., at 2000 D Street, N.W., Washington. Each side will be given two hours to present its case.



George T. Olds, Jr., New York, who was elected president of the Associated Grocery Manufacturers of America, at their annual meeting in Washington last week.

## Tire Dealers Unite Purchasing Efforts

The United Tire Stores of America, an affiliation of 5,000 tire dealers formed by the merger of the National Tire Dealers Association and the Automobile Tire Dealers of America, was established at the annual meeting of the former association, at Chicago, this week. The organization is said to have an aggregate purchasing power of \$50,000,000 annually.

George J. Burger, of New York, formerly president of the Automobile Tire Dealers League, was elected president of the purchasing corporation. No par stock will be offered, but 5,000 subscription shares at \$100 will be made available for participating dealers, Mr. Burger said. No dealer not a member of the National Association, can purchase through the new corporation.

## Camel Launches New National Campaign

An advertising campaign in more than 1,000 daily newspapers throughout the country, was launched this week by the R. J. Reynolds Tobacco Company for Camel cigarettes. The space averages about 900 lines—and although exact figures on the number of publications could not be obtained, it is known that the campaign is the largest in newspapers conducted by this company in some time.

## Iowa Company Plans National Marketing of New \$350 Car

Simultaneously with the plans of the Austin Motor Company, largest automobile manufacturer of the British Isles, to "attack" the American market with a "baby" car, expected to sell for about \$400, the Thompson Motor Corporation, recently established at Muscatine, Iowa, announces the Littlemac car, which will sell for about \$350.

The Thompson car, which will be available in several bodies, including a delivery car with a right-hand drive to facilitate unloading at the curb, has an eighty-inch wheelbase and a forty-inch tread. It stands five and one-half feet high, weighs 1,100 pounds, is powered by an eighteen horsepower motor, and is said to be capable of a speed of seventy-five miles an hour. Distribution will be through state agents, an executive of the corporation advises SALES MANAGEMENT. "Our plant will open for production at Muscatine, April 1. We are now building 300 demonstrating cars. Our distribution plans, through state agents and our own dealer organization, call for introduction first in the Central West. Although advertising plans have not been developed, our program is expected soon to be nation-wide in scope—including business papers, magazines and newspapers." Clayton E. Frederickson is the designer of the car.

## Neon Agency Formed to Aid Advertisers

The National Neon Agency, Inc., was formed this week, to supply tube lights made by leading manufacturers of Neon products, and to render a nation-wide service on this advertising medium. Thomas B. Barber is president. The agency, incorporated in Delaware, has opened main offices in New York and Chicago.

Under agreements reached last week, the new agency will have the cooperation of the plant owners of the Outdoor Advertising Association, the General Outdoor Advertising Corporation, the National Outdoor Advertising Bureau and similar agencies, which will clear their luminous tube business through the National Neon Agency and which may also provide sites for the business obtained through the sales efforts of the National Neon Agency. Nearly \$18,000,000 worth of tube business was placed directly with manufacturers last year.

## Majestic Cuts Output Temporarily to Aid Dealers; Grigsby Optimistic

The Grigsby-Grunow Company, manufacturers of Majestic radio sets, Chicago, will close its factories next week to enable distributors and dealers to end their calendar year with no excessive inventories, B. J. Grigsby, president, announced this week.

"The plants will be in full operation by January 1, however," Mr. Grigsby said.

"The normal closing date of most radio manufacturing companies is December 10, which approximately is the last day merchandise can be manufactured and reach the consumer through the distributor-dealer channel before the holidays. This anticipation of that closing date is simply a safety measure to insure that our distributors and dealers will end the calendar year in good position with no excessive inventories.

"Our company will be in an extremely favorable position to go into 1930, and with the possible addition of diversified products, we have every confidence in the future," he added.

In a statement to SALES MANAGEMENT, which arrived too late to be included in the statements of other leading executives in a story on business prospects last week, Mr. Grigsby pointed out that "while our company recognizes the possible recession in business due to the present stock market situation we have every confidence in the future and particularly in the lower price field in which our products come.

"Our present plan does not provide for any curtailment in our advertising campaign in national publications, but we will restrict our newspaper advertising temporarily, leaving that to our distributors and dealers. We look forward to 1930 with both optimism and confidence and our sales plans for the new year are for a business at least equal to the current year."

The statements of several other executives which arrived too late for publication in that story, are even more "bullish." Describing a tour of inspection of business conditions in various eastern agencies, E. G. Dezell, general manager of the California Fruit Growers Exchange, Los Angeles, pointed out that, "I could see nothing to indicate any particular change in general conditions or buying power to interfere with the satisfactory disposal of next year's crop. The recent disturbance in the stock market will cause no change in our plans as we believe it has no relation

whatever to fundamental conditions." William Fox, president of the Fox Film Corporation, New York, told SALES MANAGEMENT that "It is the purpose of our company to carry out all plans formulated earlier in the year with respect to production, without change or deviation. The wealth and natural resources of this country plus the present constructive administration should be the most bullish argument for the continuation of the optimistic trend throughout the nation."

"The recent movement in Wall Street has had no effect on our plans," explains Frederick Beers, vice-president of the National Biscuit Company, New York, "nor can we see that it will have in the future. We are not selling luxuries and are very slow to feel the effect of such a movement unless it is permanent and there is general business depression throughout the country."

The heads of two prominent companies in the drug field—F. Donald Coster, president of McKesson & Robbins, Inc., and Lunsford Richardson, president of the Vick Chemical Company—announced that they would cancel subscription for stock which dealers have agreed to invest in their companies.

"Although no public announcement was made at the time, immediately after the first crash two weeks ago," Mr. Coster explained, "we offered to repurchase for cash on demand any McKesson & Robbins rights held by retail druggists. We also offered to cancel McKesson & Robbins stock subscriptions of retail druggists, if desired. Very few requests for refunds have been received. Our participation plan for retail druggists has not been withdrawn."

### Steel Men Name Collier; Plan Pittsburgh Forum

R. L. Collier has been appointed assistant to Granville P. Rogers, managing director of the Steel Founders' Society of America. For some time Mr. Collier conducted special work for a public utility company at Cleveland, and recently has been engaged in trade organization work in the electrical field.

The society will hold its next meeting in Pittsburgh, December 12. Another meeting will probably be in Cleveland May 12, during the American Foundrymen's Association convention.

### Durant Starts Air Tour to Reach All Dealers

To establish personal contact with almost every Durant dealer in the country within two months, and to give the local organization the publicity of an airplane's visit, Durant Motors, Inc., has launched a 16,000-mile air tour of 200 cities.

A Curtiss Robin cabin monoplane is being used by R. G. McAlister of the sales promotion department of Durant Motors and Russell Whelan, publicity director of George Harrison Phelps, Inc., the advertising counsel, who are making the trip.

### Nyal Company Offers Merchandising Service

The Nyal Company, serving some 12,500 drug stores, has formed the Nyal Service Drug Stores Corporation to supply member stores with feature merchandise and to provide merchandising ideas and advertising copy. A wide range of advertised merchandise is offered Nyal franchise holders, including candy specials, rubber specialties, electrical and vacuum goods, watches and clocks and bristle goods. Supporting the local advertising and merchandising retail aid supplied by the Nyal Service Drug Stores Corporation, the regular Nyal line of products is being featured in a national magazine advertising campaign.

The company contacts its 12,500 dealers through a force of about sixty salesmen.

### Control Indian Motocycle

Control of the Indian Motocycle Company, Springfield, Massachusetts, has passed to a group of Springfield men—after having been held in the past few months by interests headed by Charles A. Levine of New York. After Mr. Levine came into control it was expected that airplane manufacture would be undertaken, but this has not developed. J. Russell Wait, president of the company, it is believed, will direct its effort more toward the development of motorcycles and outboard motors for boats.

### New Power Paper

*Motive Power*, a new monthly technical publication, covering the gasoline, Diesel, electric and steam power industries, was announced by Gillette Publishing Company, Chicago. W. A. Wilson and E. B. Howe are publishing directors.

The Radiotron Division of the Radio-Victor Corporation of America have just published the Radiotron Data Book, containing 106 pages of prepared information for dealers and distributors.

# Columbus Dispatch

OHIO'S GREATEST HOME DAILY

Average Net PAID DAILY CIRCULATION for the Six Months' Period Ending September 30, 1929

**125,513**

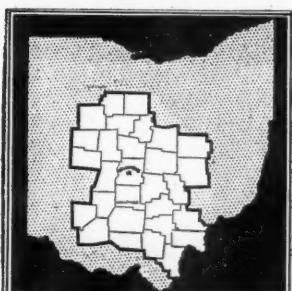
**88%**

concentrated in the  
**COLUMBUS MARKET**

offering a coverage of

**1 paper to every 2.6 families**

in a  
**1,246,000 consumer market**



Member Associated Press  
100,000 Group of American Cities  
Media Records

Harvey R. Young, Advertising Director  
O'Mara & Ormsbee, Inc.,  
General Advertising Representatives

## Shell Starts Marketing Four New Specialties East of the Rockies

Four new "specialties"—a lighter fluid, handy oil, spot remover and Kleanzit, a dry cleaner—have just been introduced by the Shell Petroleum Corporation, St. Louis, and are being merchandised through drug, hardware, grocery, department and cigar stores and advertised through newspapers and point-of-sale media. Merchandising activities are carried on in well-defined areas surrounding principal trading centers of the United States, except west of the Rocky Mountains. These trading centers have been classified under five territorial divisions, each division embracing several states.

Distribution in each trading area is obtained by sales crews who contact the retail outlets and jobbers. Their operations are preceded by well-planned sales letters, broadsides and other promotional material. After the retailers have received their shipments of the specialties, as well as window display material, counter racks, consumer literature, etc., a newspaper advertising schedule is released in their territory. The primary advertising schedule consists of announcements of all four specialties, while the follow-up or secondary schedule features individual items at regular intervals. Shell Petroleum Corporation's cooperation includes continuous field contact by merchandising men, who work with dealers and jobbers, and various forms of promotional literature and mailing pieces, advertising portfolios, window display suggestions and material, counter display racks, free cut service, for jobbers' catalogs, etc. As merchandising plans develop other advertising media, such as posters and magazines, will probably be used. Cramer-Krasselt Company, Milwaukee, is directing the advertising.

## Distributors Organize; Name Miller Head

The Materials Handling Equipment Association was organized in Chicago, November 5, by fifty representatives of manufacturers, who elected William Miller of the Northwest Engineering Company temporary president, and L. F. Meissner, Jr., of the Mercury Manufacturing Company temporary secretary.

The association will promote a materials handling exhibit at the annual meeting of the American Management Association at the Stevens Hotel, Chicago, in March.

## Half of Listeners Find Radio "Sells" Them

Forty-seven per cent of 4,000 radio listeners who replied to a recent questionnaire of the Commonwealth Club of San Francisco answered "yes" to the question, "Does radio advertising lead you to buy?"

Most of the survey was devoted to the types of offerings the listeners preferred. Men's voices were ranked above women's voices by a vote of 2,373 to 666—although orchestral selections topped the musical list. Organ music won by a wide margin over instrumental solos, with Hawaiian music following and jazz far down the line.

Sixty-eight per cent of the listeners wanted "more educational talks."

## Simmons Company Buys Huntley Furniture

The Simmons Company, bed manufacturers, which last month bought Berkey & Gay Furniture Company of Grand Rapids as the initial step in an expansion program, has purchased two factories of the B. F. Huntley Furniture Company of Winston-Salem, North Carolina, Z. G. Simmons, president, announced this week. The deal was completed without new financing and solely through cash and purchase money obligations. It included the Huntley-Richardson Lumber Company of South Carolina, and its mill.

In announcing the purchase, Mr. Simmons discounted the effect of Wall Street on his business. "In our particular industry," said he, "we believe that everybody will have to sleep just as much in 1930 as in 1929. Money will be much cheaper and in abundant supply, and the building industry will receive a boom from the drastic liquidation in the security market."

## Walgreen Grows Westward

The Walgreen Company, Chicago, units of which have been confined until recently in the Middlewest and Eastern territory, has expanded into the Far West, with the purchase of the Schramm-Johnson Drug Company of Salt Lake City, operating thirty units in Utah, Idaho, Nevada, Wyoming and California.

Frank J. Reynolds, president of Albert Frank & Company, has been appointed national councilor to represent the American Association of Advertising Agencies in the United States Chamber of Commerce.

## Electric Transcription Inaugurated by Bond in National Broadcast

The music of ten nations will be broadcast by electrical transcription from forty-two stations Thanksgiving Day in a program dedicated to international understanding and sponsored by the General Baking Company. A station will be employed in almost every city in which the company maintains a bakery and local newspaper advertising space in each city will be taken to tie up with it.

To work out this close local promotion phase of the program, Batten, Barton, Durstine & Osborn, Inc., the advertising agency in charge, developed their own "broadcasting system."

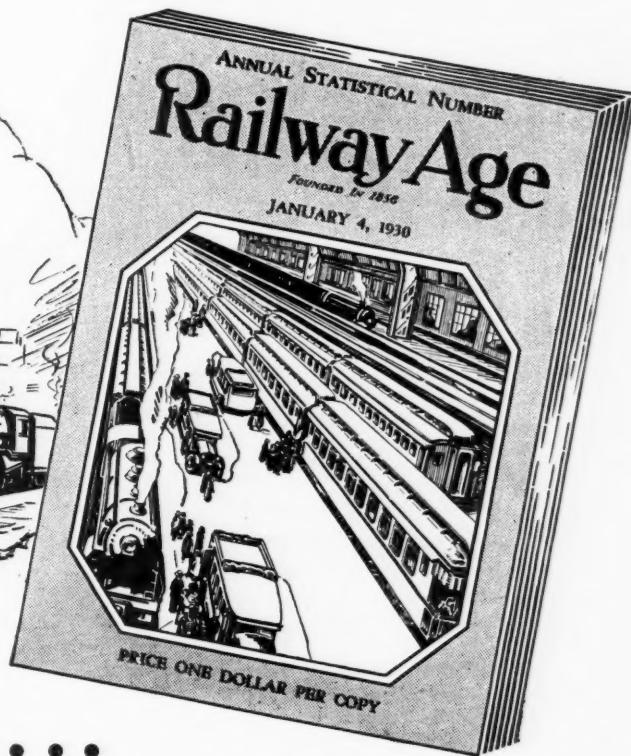
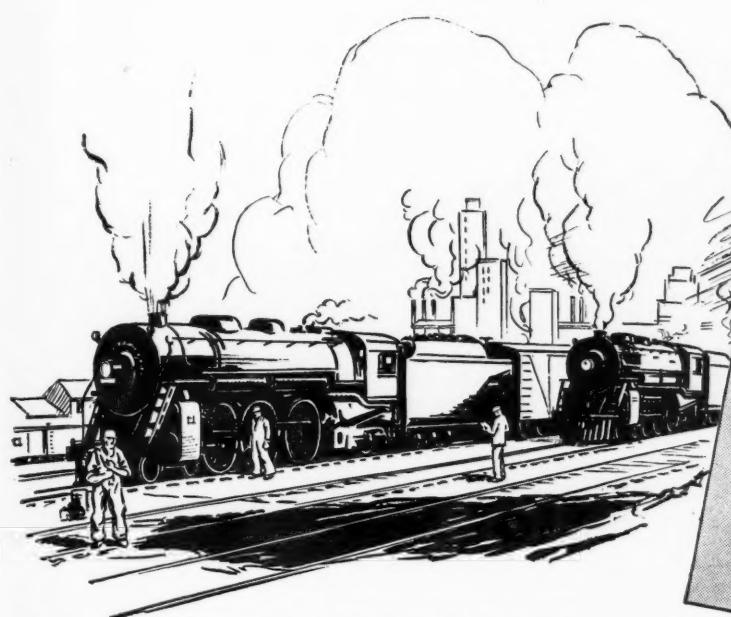
The occasion will be the tenth anniversary of the "Bond Bakeries." Deems Taylor, American composer, will be the announcer.

From a musical and technical standpoint the event is to be significant as the first nation-wide broadcast by electrical transcriptions. The people who play and sing in it will be scattered over Europe.

England is to be represented by His Majesty's Royal Air Force Band, Ireland by H. M. Irish Guards Band, Scotland by the pipers of H. M. Scots Guards. France supplies the eighty-piece crack band of the Garde Republicaine, through special permission of the French government, never before granted for any form of reproduced performance. Germany is represented by the National Band selected from its famous regimental bands and by a mixed chorus singing typical German airs and students' songs. Austria by the Lanner Quartet, which plays "Schrammel music" in the coffee houses and gay cafes of Vienna, and by songs of the women who sell lavender flowers in the streets; Hungary by the Budapest Gypsy Orchestra. Italy furnishes music by an orchestra of sixty drawn from La Scala opera in Milan and a Sicilian string orchestra from Palermo; Bavaria has a Swisslander orchestra of ten pieces, the quaintest of all. The program closes with American works played by John Philip Sousa and his band, the most famous in America.

## Heads Odol Company

H. K. Bell has been appointed president and general manager of the Odol Company of America. Mr. Bell was formerly a sales, advertising and management executive with the Calumet Baking Powder Company, with which he was connected for twenty-five years.



## Railway Statistics . . . That Are Used the World Over

FURNISHING the railway industry with a compilation of statistics and analytical information on every branch of railway activity . . . that's the big service rendered by the Annual Statistical Number of the *Railway Age*.

Because of this information, much of which is available from no other source, the Annual Statistical Number is the most widely read issue of any railway publication in the world. It is acclaimed by railway executives, operating officials, purchasing officers, and department heads as an invaluable record of railway developments.

These men turn to it frequently throughout the year . . . for *Railway Age* statistics are recognized as a standard authority in all quarters. In fact, more than 3,000 extra copies of this issue are purchased in order that every railway office may have an ample supply of copies available for continuous reference.

Therefore, make the "opening gun" of your 1930 railway sales campaign a complete display of all your railway products in the Annual Statistical Number, the January 4, 1930 issue of the *Railway Age*. Forms close December 14, 1929.

Simmons-Boardman Publishing Co., 30 Church St., New York  
 Chicago: 105 W. Adams St. Cleveland: Terminal Tower Washington: 17th and H. Sts., N. W.  
 San Francisco: 215 Market Street

# Annual Statistical Number

January 4, 1930, Issue

# "WE"

**G**ETTING AT ONE "EDGE" OF THE CHAINS: It is going pretty far perhaps to welcome the projected cooperative grocery warehouse as "the most progressive step ever taken in distribution," as was done by H. R. Drackett, president of the Associated Grocery Manufacturers, at their recent convention in Washington. But no one will deny that much can be done along this line to improve the conditions he described in a city where thirty-six trucking operations are required to move goods between three freight stations and twelve storehouses maintained by grocery manufacturers. . . . Mr. Drackett sees in concentration of warehousing, with resulting elimination of duplication, great advantages to wholesalers and chain stores as well as to manufacturers. It is possible that the independent dealers will be the principal beneficiaries of the new system. Such wastes in distribution as Mr. Drackett describes have fallen disproportionately on their customers—disproportionately because the large chains with geographical concentration of outlets have central warehouses of their own so situated as to avoid loss from unnecessary haulage. If the Associated Grocery warehouses put the independents on even terms with the chains in this respect the step will be quite as noteworthy in this arena of competition as it will be in the field of distribution economies. . . . Individual retailers have been slow to realize that mass buying is not the sole major advantage of the multiple stores. The chains get their "edge" quite as much from unencumbered circulation of goods between their storage centers and their outlet units.

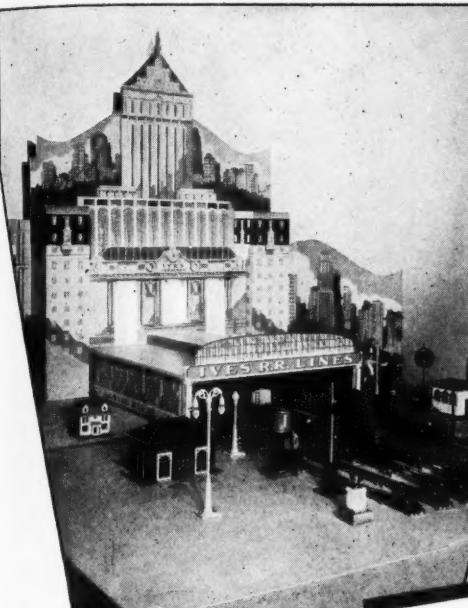
**T**OPPLING THE "RED INK" SCARECROW: Two interesting changes are to be found in the Treasury Department's latest Statistics of Income, the report for 1927, which has just been put out. Both deal with our old friend, the "red ink" corporation bugaboo, that reared its ugly head on the column of figures published by the Internal Revenue Bureau showing the number of corporations reporting "no net income." In this record the apostles of "profitless prosperity" have found abundant evidence of their creed, for did it not prove that more than two-fifths of all our corporations have been losing money? These corporations disbursed handsome cash dividends, to be sure—\$415,000,000 in 1926—and everyone who looked into the matter was aware that their reports to the revenue collector were in no sense income statements. Sufficient for the purpose of the calamity howlers was the face of the returns. Who could doubt that the country was in parlous state when, while we were reveling in good times, 197,000 of our business corporations in a total of 455,000 in 1926, the banner year, told the Treasury Department

of nothing but deficits? The corresponding figures for 1927 were 215,000 in the losing class among 475,000 corporations all told. But of these 215,000 unfortunates, it now transpires, 49,000 were inactive and without income data of any kind. In other words, nearly a fourth of these examples of disaster that have been used to frighten us were veritable scarecrows stuffed with straw. . . . To add to the discomfiture of the forces of hobgoblinism, the Treasury Department, adopting the phrase used by SALES MANAGEMENT, no longer records balances below the tax line as "deficits," but as "statutory deficits."

**M**AYONNAISE IN MANY WAYS: The recent Mayonnaise Products Manufacturers' Association convention is worthy of honorable mention in the chronicle of such meetings, not only for the practical character of the program but also for the personal conduct of those attending. They refused to permit the pleasures and temptations of so outstanding a resort as Atlantic City to detract their attention from the convention sessions. Big manufacturers discussed with little manufacturers the problems of distribution, of materials costs, of chain stores and mergers, as well as of modern merchandising and territorial selling. The result? More understanding, less knifing and price warfare, more prosperity for all because of sounder policies. . . . Conventions like this one offer a great remedy for volumitis, the disease which has made so many corporations greedy for increased (but profitless) sales, regardless of consequences to others and ultimately to themselves.

**B**ANK PROBLEMS IN THE OPEN: A recent advertisement put out by the Equitable Trust Company, New York, tells of a conference under the auspices of that company among "125 bankers from half the states in the Union, fifty-four officers, and 1,100 underwriters of life insurance companies" to study estate organization and conservation. The object sought were ways by which "the modern trust company can assist men to formulate plans which will protect the property they have striven to accumulate." . . . The field is one which this company has been developing for some years with notable success, due in no small part to its policy of making known to the public all that can be told about the services rendered and the qualifications of those who have them in charge. This is advertising at its best applied with confidence to an institution of a class which until recent years wrapped itself in the mantle of extreme reticence which used to be mistaken for the dignity that was associated with strength. . . . No banking institution has done more than the Equitable to destroy this delusion, and its present readiness to display the machinery of its work is striking evidence of how far the best banking minds are going in the direction of solving banking problems in the open, of making the banking business and its leadership the concern of all with whom it may have dealings.

# 4 NOTABLE ADDITIONS TO THE JENTER EXHIBITS STAFF



**Quantity Displays:**  
Ives Display. Made for "high-spot" windows. E.G. Smith, who heads this department has had 20 years experience in silk stencil work and has perfected a time-saving method without impairing the quality of the product.

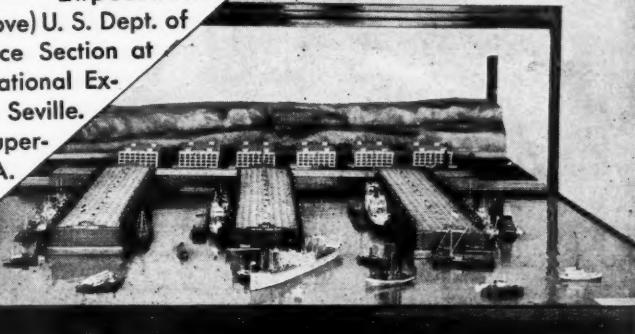
**Advertising Agency Policy.** Work placed by an agency or through an agency is handled on the regular agency commission basis, without extra cost to the advertiser.



**Interiors:** (Above) The New York showroom of Studebaker. This is an example of a Jenter-built showroom utilizing drapes. Andre Hahn, formerly of Hahn Studios, is in charge of the Jenter decoration, upholstery and drapery department.



**Expositions:**  
(Above) U. S. Dept. of Commerce Section at the International Exposition at Seville. This work is supervised by E. A. Schluter, Civil Engineer.



**Model Building:** (Above) Model for the Luckenbach Steamship Co. Lee Black, formerly of Lee Black Studios, Los Angeles, will head this department which is equipped to produce models of factories, automobiles, boats, buildings and real estate developments.



**JENTER EXHIBITS**  
"—at the point of contact." INC



Permanent showroom and offices at 122 East 42nd Street, New York City. Telephone—Ashland 1166



## 14 Million, 650 Thousand Meals A Day!

Nearly 5 million people on the Farms of the Southwest eat 3 meals a day . . . At Home. These people live well and eat heartily. Food purchases are enormous. They will buy by brand when they are sold by brand . . . and their average income is larger than the folks who live in town.

SELL THE FARM & RANCH

# Southwest Farm Market

**T** 1,048,000 Farm Homes  
Annual Income \$2,400,000,000 **T**



ADVERTISERS IN FARM equipment lines have long recognized the value of Farm Papers in selling to farmers. Of this class of advertising Farm and Ranch columns carry practically 100% of the accounts which have distribution in the Southwest.

But the purchases of farm families are not limited to farm machinery and supplies. They eat and drink, wear clothes and shoes, use cosmetics, enjoy pianos, radios, automobiles, and live in furnished homes just as city people do . . . except that they buy more and better quality merchandise, because they have larger average incomes to spend. Food manufacturers, as an example, will find tremendous response to food advertising in the publication that farmers in the Southwest read closest. Farm and Ranch offers full-color pages, on a par with any National Magazine.

# FARM AND RANCH

*The Farm Paper of the Southwest*

Main Office and Publishing House, Dallas, Texas  
Eastern Office, New York, 52 Vanderbilt Avenue  
Western Office, Chicago, 122 S. Michigan Avenue

## Steel Men Will Use Movies to Develop Untapped Markets

Industrial films, and probably talkies, will undoubtedly be the next medium used by the structural steel interests to promote the markets for their product. This was indicated this week by a special showing of moving pictures to the annual convention of the American Institute of Steel Construction at Biloxi, Mississippi. In the midst of a group of talking pictures which had been assembled for the evening's entertainment of the members and their guests, was interspersed a moving picture made for the institute showing the erection of the tallest building in the world, the Bank of Manhattan Building on Wall Street, New York City.

This first showing of the picture roused enthusiasm and the suggestion was made that other branches of steel construction should be put in film form for showing to architects, engineers, students and other gatherings. The picture made of the Bank of Manhattan Building illustrated the method of producing steel, showed how it is rolled into structural shapes, how it is fabricated and shipped to the site, and then how the steel was erected at the location on Wall Street. The steel frame of the building was erected in ninety-five working days, and the complete building will be constructed within twelve months, an engineering feat undreamed of but a few years ago.

The effectiveness of the moving picture in giving a graphic illustration of the qualities of steel construction has about convinced the industry that it is an excellent medium for the promotion of the market for the material. Already the industry is engaged in a cooperative advertising campaign and it is felt that moving pictures will prove a valuable adjunct to that.

## Chevrolet Wins First Place in Automobile Shows

Ranking again as the leading automobile producer in dollar volume among members of the National Automobile Chamber of Commerce, the Chevrolet Motor Car will be given first choice of exhibition space at the National Automobile Shows to be held in New York and Chicago in January.

Chevrolet production of cars and trucks in October was 85,915, a record for the month. Total production of Chevrolet units in the first ten months of the year was 1,275,778.

## Trolleys Contemplate Time Payments for Transportation

The sale of electric railway and bus transportation in quantity on credit was recommended by a committee of the American Electric Railway Association, New York, recently.

Everything else in the world is being sold on the time-payment plan, and local transportation must keep in step, the committee said—pointing out that the electric railway's keenest competitor, the private motor car, has made its greatest progress by such financial methods.

The only stumbling block facing the committee is how to peddle transportation economically. One suggestion is to have meter readers of other utilities make sales and collections. Concession is made that it would be necessary to sell enough transportation at a time to meet the needs of an individual or a family for at least a week in order to make the scheme feasible. The transportation would be sold in the form of strips or books of tickets or containers of tokens. Several companies already have successfully tested direct transportation sales, it is pointed out. The Roanoke, Virginia, company tried it for a few weeks, using six members of its staff. So successful was the plan that a sales manager for the entire city now has been appointed. The initial sales effort succeeded in offsetting the usual decrease in rides with the opening of the summer motor car season. The Richmond, Virginia, company is trying the plan in a modified form. Another company, according to the committee report, recently increased its traffic 10 per cent by making a house-to-house canvass.

Women and children buy 80 per cent of all public transportation sold, the report declares. They are to be made the special objects of sales campaigns. The American electric railway industry is now spending \$10,000,000 annually for advertising.

### Arnold on St. Louis Program

H. W. Arnold, general manager of the Delco Light Company, Dayton, will address the third One-Day Sales Executive Conference in St. Louis, November 22, the program of which was announced in SALES MANAGEMENT November 2. He will take the place of Clarence J. Francis, president of the General Foods Sales Corporation, who will be unable to attend.

Advertisers, Inc., of Detroit, has been elected to membership in the American Association of Advertising Agencies. The agency maintains branch offices in New York and on the West Coast.

# ROTARIANS ARE "AIR-MINDED"



***J***NQUIRY discloses the fact that many Rotarians own and operate airplanes; that thousands of them do a lot of flying, in pursuit of business or pleasure.

Which is just another way of telling you that Rotarians are leaders; that they are advanced thinkers; that they have the means for enjoying the things that the average citizen can merely wish for.

The incomes of all Rotarians average in excess of \$10,000.00 a year each—a *Billion Dollar Market*. They own more cars than there are Rotarians. They own their homes—85 per cent of them. They lead the Industrial, Distributing and Financial groups of their communities.

*What a wonderfully rich market for you—whether you make neckties or airplanes—in this select group of 136,000 community leaders! And how easily and inexpensively you can reach them, through their own publication.*

## THE ROTARIAN

*The Magazine of Service*

Chicago Evening Post Bldg., Chicago, Illinois

WELLS W. CONSTANTINE

*Eastern Representative*  
17 West 16th Street  
New York, N. Y.

F. W. HENKEL

*Midwest Representative*  
306 S. Wabash Ave.,  
Chicago, Ill.

COLOR is available in THE ROTARIAN at surprisingly small extra cost—two-color inside pages or four-color process inserts and covers.

New England's Second Largest Market

125,658

was the average net paid circulation of

The Providence Journal

and

The Evening Bulletin

for the six months ending September 30, 1929. This is a net gain of 5,083 copies per day over the corresponding period ending September 30, 1928.

These newspapers have never given a premium to a single subscriber. Their circulation is greater than that of the eight other English language dailies in Rhode Island combined.

They offer adequate coverage of the Rhode Island market at a minimum cost. Space in these newspapers may be bought separately, or optional combination at a decided saving.

Providence Journal Company

Providence, R. I.

Representatives:

CHAS. H. EDDY COMPANY  
Boston - New York - Chicago

R. J. BIDWELL COMPANY  
San Francisco - Seattle - Los Angeles

## Gossip

CURTISS ABBOTT has left for California where he will become manager for Pacific Northwest territory for the Philadelphia Storage Battery Company, makers of Philco radios. He was formerly general sales manager of the Eveready Radio Corporation. . . . ERNEST D. ANDERSON has

become advertising manager of the Buffalo *Evening News*, succeeding JOSEPH F. MELIA, who left early in the summer to become publisher of the *New York American*. He has been with the *News* for nine years, as classified advertising manager and assistant advertising manager.

. . . H. G. BUCK has been appointed assistant sales manager of the Whitefield Citrus Corporation, Long Island City. He was formerly in a similar position with the Mavis Bottling Company. . . .

KATRINE HOOVER, style adviser to the National Association of Cotton Manufacturers, has joined *House Beautiful*, where she will establish and direct a research service department on decoration. . . .

DR. ALFRED M. FRANKFURTHER, formerly curator of the Berlin Museum, recently associated editorially with the *International Studio*, and at one time editor of the *Living Age*, is now executive editor of the *Antiquarian* magazine, New York. CHARLES MESSER STOWE is now associate editor.

. . . BRUCE MORAN, for the last five years a member of the staff of Eastman, Scott & Company, advertising agency of Atlanta, has been elected vice-president. . . . F. M. REEDER, who has been special Eastern representative, has been appointed East-Central sales manager for the Addressograph Company.

WILLIAM A. McNAMARA, for ten years sales promotion manager of the Lehon Company, manufacturers of Mule-Hide roofing, is now an account executive with Irvine & Company, Inc., Chicago agency, where he is developing direct mail selling plans for manufacturers and retailers of lumber specialties and building materials.

. . . ERWIN A. MIESSLER, formerly with Critchfield & Company, and Crosby Chicago Company, has joined Needham, Louis and Brorby, Inc., as production manager. . . . SYDNEY K. BRADLEY, until recently with the *Farm Journal*, is now with Donald B. Foresman & Company, New York. . . . IRA B. LANPHIER has been appointed director of the Package Research Laboratory, Rockaway, New Jersey, one of his activities being directed to the development of wirebound boxes.

. . . MORROW KRUM is now with the copy department of Erwin, Wasey & Company, at Chicago. He was formerly an automobile and aviation editor.

JOHN F. McKIERNAN, JR., has joined the staff of J. Walter Thompson Company, New York. He was an account executive with Foreign Advertising & Service Bureau, New York export advertising agency. . . . ARTHUR F. CONNOLY, vice-president of the Millscio Agency, Inc., New York, has returned after a two-months trip through Europe where he was engaged in field work in the interests of the company's clients. . . . CHARLES FROESCH, a member of the sales engineering staff of the Fokker Aircraft Corporation, has been appointed general service manager, with headquarters in New York.

## Olson & Enzinger Joins With Dyer Agency

George L. Dyer Company of New York and Chicago and Olson & Enzinger, Inc., of New York, Chicago and Milwaukee, advertising agencies, have consolidated as Dyer-Enzinger Company, Inc., and will maintain offices in these three cities and an affiliated office in New Orleans.

Chairman and managing director of the agency will be George Enzinger, formerly president of Olson & Enzinger. Ben Nash, who has been the head of his own merchandising service in New York, will be president, and J. W. Lee, Jr., formerly president of the Dyer company, first vice-president. W. G. Van Schmus, general manager of Dyer, will be vice-president and treasurer; F. M. Morrison and C. F. Bennett of Olson & Enzinger, and Lewis B. Kaufman of Dyer, vice-presidents; and E. W. Federer of Olson & Enzinger, secretary.

The new agency has added several new departments, including radio, industrial and publicity.

The Dyer company was formed in 1902 and Olson & Enzinger in 1919.

## Joseph Cullman Elected by Webster Eisenlohr

Joseph F. Cullman, Jr., president of Cullman Brothers, Inc., has been elected president and a director of Webster Eisenlohr, Inc., cigar manufacturers, New York.

Mr. Cullman was a director of the corporation several years ago at a time when it was known as Otto Eisenlohr & Brothers, Inc., but severed his connection at the time Cullman Brothers, Inc., disposed of their common stock interests to the Union Cigar Company.

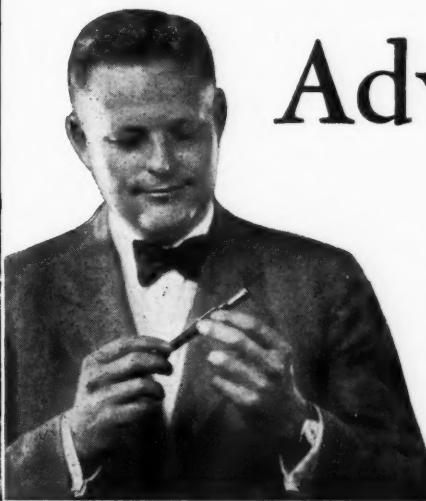
## Sellman Wins Gas Award

Nils T. Sellman, director of utilization and sales for the Consolidated Gas Company, New York, has been awarded the Charles A. Munroe award of the American Gas Association for the greatest contribution to the development of the industry in the past year. Mr. Sellman, the first to receive the award, which was given by Charles A. Munroe, a past president of the association, was selected for his work in making the gas refrigerator available for the industry.

## U. P. C. Honors Root

Charles T. Root was a guest of his fellow directors of the United Publishers' Corporation, a division of the United Business Publishers, Inc., at a luncheon in the Engineers' Club in New York, November 8, the occasion being his eightieth birthday. Mr. Root is the first president of the United Press Corporation.

# "Good Will" Advertising



That pays for itself in definite, tangible sales results. Concentrated, to end waste.



### FREE Offer to Executives

See Coupon Below

**SHOTGUN** advertising is inefficient. Greatest results come when you concentrate your fire on definite targets. Wasted effort is too costly for modern scientific advertising. Hence thousands have turned to a new way.

This new way singles out the prospects. Eliminates the waste of people who cannot benefit you. Focuses your efforts where the sales are, and surprisingly *brings home the bacon* in actual business.

Autopoint Pencil is the name of this new advertising medium. A pleasing gift from your firm, it goes to the man you seek to sell. It stays in his pocket, constantly reminding him of you. Your message is always before him. You concentrate your energy on order-givers. What other advertising medium is so concentrated?

#### 100% concentrated advertising

Autopoint is not a souvenir. It is not tossed lightly into the wastebasket. It stays years, giving continual efficient service. It associates your company with the high service it gives. And in results brings tangible business increase.

Why not learn more of this unique business-getting method? Let us send you full particulars. Executives of businesses seeking new sales outlets are offered an attractive free sample Autopoint for their own use. Full particulars will be sent in carefully planned illustrated booklet. Mail the coupon now. Be sure and mention firm and title.

## Autopoint

*The "Better Pencil"* *Made of Bakelite*

### 3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like light-weight material.
- 3 Perfect balance—not "topheavy."

Attach business card or letterhead

For Executives Only

AUTOPOINT COMPANY  
1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name.....

Firm.....

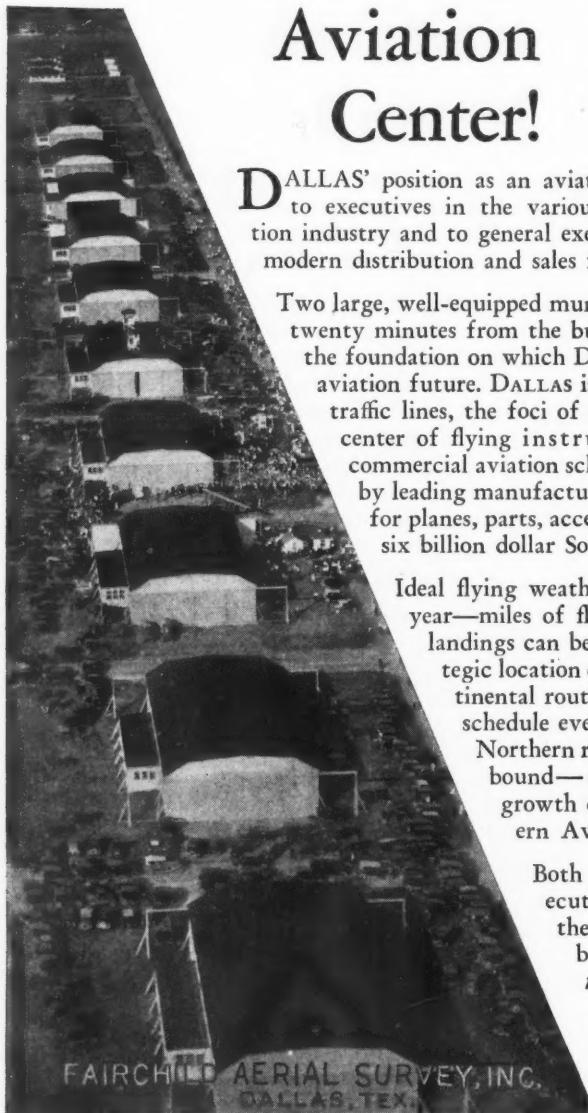
Title.....

Address.....

SM-11-16-29

# DALLAS

## ... Southwestern Aviation Center!



FAIRCHILD AERIAL SURVEY, INC.  
DALLAS, TEX.

Hangar line at Love Field, one of DALLAS' two large  
Municipal Airports. Ask any pilot!

# Dallas

Southwestern Headquarters to American  
Business — 1,936 national and sectional  
concerns maintain branches in DALLAS.



Industrial Dallas, Inc.,  
1437 Chamber of Commerce Bldg., Dallas.

Mail free copy of "Dallas—Distribution Center" to:

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_



### O-Cedar Lays Siege to Seventy Markets

(Continued from page 323)

and drug wholesaler, whereas the new auto polish belongs in the auto and hardware fields.

"Experience has taught us that the best and quickest way to introduce a new product is to place it on sale in as many stores as possible. For this reason in introducing our new auto polish, we offered it to all our old accounts, as well as to many automotive and hardware accounts which had not previously handled our products. There has been some question in trade circles as to what our permanent policy along this line will be and I wish to emphasize the fact that after January 1, 1930, O-Cedar auto polish will be distributed exclusively through automotive supply and hardware jobbers.

"By that time we shall have distributed more than a million bottles of the new auto polish and established it in the seventy leading trade areas of the country.

"This initial campaign has been highly successful. As soon as it is completed in all centers, about the first of the year, we will launch another campaign, using automobile and hardware trade papers, magazines of general circulation, and newspapers."

### Canadian Clubs Seek Own Association

An all-Canadian Advertising Association is advocated by Wallace G. McGruther, director of the Montreal Advertising Club, in a letter sent to officers of eight of the largest advertising and selling clubs of the Dominion.

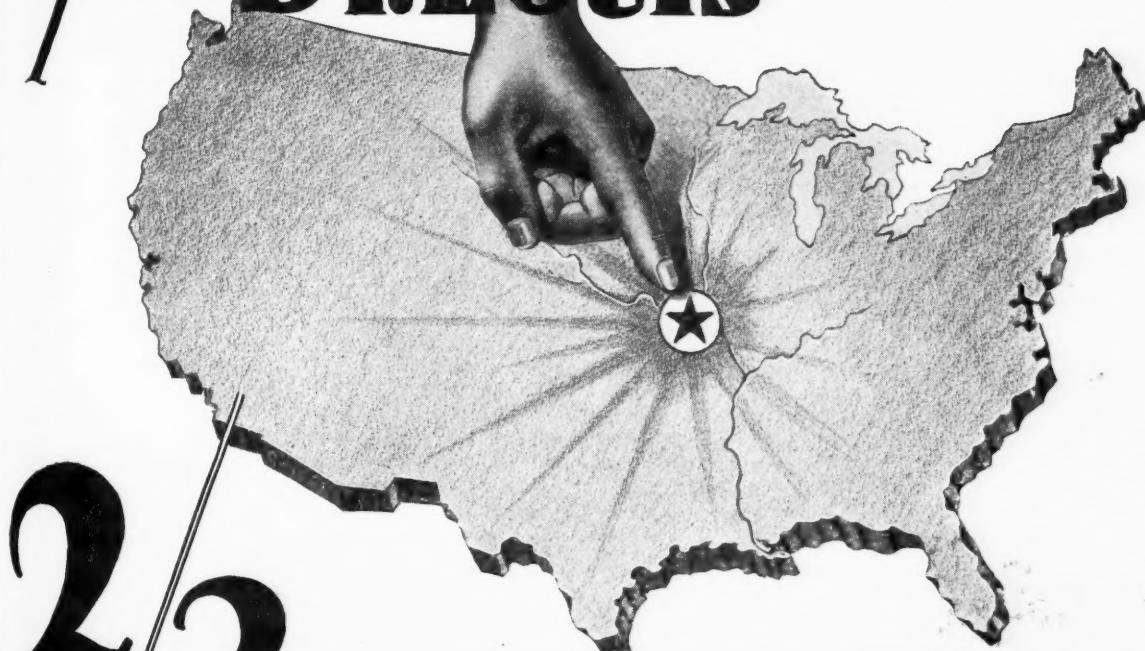
"The individual Canadian advertising clubs have been invited to join the Advertising Federation of America (which was formed recently with the reorganization of the International Advertising Association) and they have also been invited to join the Advertising Association, Inc., of Great Britain," Mr. McGruther pointed out. The Canadian Association would take its place as a full member of the present International Advertising Association, which would control ethically advertising practices and principles in Canada, assist in the promotion of the Inter-Empire trade and watch legislation and trends there which would affect advertising.

Seven California rice milling concerns have formed the Rice Millers' Association of California, to "improve conditions" in that industry. W. W. Katenbrink of Rosenberg Brothers & Company, San Francisco, is president.

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## the Whole United States

**can be reached QUICKER and CHEAPER than  
from any other MAJOR SHIPPING POINT**

ST. LOUIS, with its strategic position and superior transportation, holds the key to your greatest business problem. For *Distribution*—which means markets, population and buyers—is of paramount importance today.

Close to the national center of population, the geographical center, and seven important centers of raw material and production, the St. Louis shipper operates from the Center of Centers,—with his customers all around him.

Within the immediate 500-mile St. Louis Circle alone are fifty million people, easily reached by

—airplane (dependably) in from one to five hours;  
—passenger train inside twenty-four hours;  
—freight within twenty-four to seventy-two hours.

Think what this means in speed, service and economy for the manufacturer who ships from the center instead of from the rim!

But St. Louis is more than a natural

district headquarters. Consider these facts:

1 . . . the fourteen states which constitute St. Louis' nearby distributing territory include about one-third of the area, population, wealth and production of the entire country, and represent its *Fastest Growing Section*.

2 . . . the 29 railroads which make St. Louis the second largest railway terminal constitute 49.58% of all the railway mileage in the United States.

3 . . . the 210,385 Package Cars which originated in St. Louis during 1928 went to practically every State in the Union.

4 . . . the manufacturer located in St. Louis stands at the *natural gateway of transportation*; at the key spot of America's greatest Inland Waterway.

These are facts worth thinking about for anyone who has a major selling problem. A special booklet, "Merchandising Distribution from St. Louis" will interest you. Your copy is ready now. Write for it!



**The Industrial Bureau of the Industrial Club of St. Louis**

507 Locust Street . . . St. Louis, Mo.

# ADVERTISING that gets into and STAYS in the HOME



ADVERTISING on Peabody School Book Covers is carried into the home for father, mother, sister and brother to see every day for nine months of the year. In from one to four colors these advertisements are completely dominating in position with no competition from other advertisements and are out in the open for several hours each day for all the family to see.

Sponsored by the Alumni Association of George Peabody College for Teachers and distributed in public schools throughout the country, Peabody School Book Covers carry the prestige of endorsement by these educational institutions.

You can buy circulation in a town or city—in one state or 48—at surprisingly low cost.

Write today for portfolio telling what prominent national advertisers are doing with Peabody School Book Covers.

EDUCATIONAL  
ADVERTISING COMPANY  
55 W. 42nd St., New York  
George D. Bryson CHICK. 5656

## Peabody School Book Covers

### PSYCHOLOGY OF SELLING AND ADVERTISING

By Edward K. Strong, Jr.

*Professor of Psychology, Leland Stanford University*

This is the first complete presentation of sales and advertising psychology from the practical viewpoint of modern merchandising. It makes it possible for you to decide exactly where to put the emphasis in copy or sales talks for best results. Gives hundreds of actual examples of how the methods suggested have been used successfully.

Remittance must accompany order

SALES MANAGEMENT  
Book Service

420 LEXINGTON AVENUE

NEW YORK CITY

### Films Added 10,000,000 "Customers" in 1929, Will Hays Reports

The weekly aggregate motion picture audience in the United States has been increased 10,000,000 in the last year, Will Hays, president of the Motion Picture Products and Distributors of America, Inc., and "Czar" of the movie industry, told the New York Board of Trade this week.

To keep abreast of new developments, the industry has invested in sound pictures \$500,000,000 in two years, Mr. Hays said.

"The total capital necessary in the industry has climbed to \$2,500,000,000, distributed among nearly 100,000 stockholders of the great producing companies and thousands of others who participate in theatre ownership throughout the country," he continued.

"We are writing 15,000 motion picture advertisements a day, and the wide scope of the selling field requires the expenditure of approximately \$100,000,000 in advertising during 1929. Exports of positive film during the first nine months of this year increased 41,000,000 feet over the corresponding period of 1928 and the Department of Commerce estimates that for every foot of American motion picture film which goes abroad a dollar returns in stimulated trade."

The industry employs 325,000 men and women—in addition to some 11,000 extras placed this year by a central casting bureau operated by the industry, at Hollywood.

### Macaroni Manufacturers Plan Group Promotion

The National Macaroni Manufacturers' Association, with headquarters at Braidwood, Illinois, has appointed the Millis Advertising Agency, Indianapolis, to handle a four-year cooperative advertising program. F. J. Ferringer, of Milwaukee, is president; M. J. Donna, of Braidwood, secretary.

Advertising will not start until some time next year—present activities being devoted to a survey of the sales possibilities of the product.

### Baker Introduces Candy

Walter Baker & Company, Inc., 149-year-old chocolate company, has added a candy line, with the introduction of five- and ten-cent chocolate bars, in a test campaign now being carried on in Massachusetts and Connecticut.

# Account Changes

FOKKER AIRCRAFT CORPORATION OF AMERICA, affiliation of General Motors Corporation, to Erwin, Wasey & Company, New York.

THOMPSON MANUFACTURING COMPANY, Los Angeles, sprinklers, to N. W. Ayer & Son, Inc., New York.

UNIVERSAL GEAR SHIFT CORPORATION, vacuum gear shifting device, to J. H. Newmark, Inc., New York. Newspapers, automotive trade papers and direct mail.

GOLDEN PEACOCK, INC., Paris, Tennessee, Golden Peacock bleach cream, to Erwin, Wasey & Company, Chicago.

DARLING & COMPANY, Chicago, meat foods for poultry and hogs, to William H. Rankin Company, Inc., there.

PICKERING GOVERNOR COMPANY, Portland, Connecticut, to Charles W. Hoyt Company, Inc., New York.

BACHRACH-FELD COMPANY, Cincinnati, American Beauty malt syrup, to the Keelor & Stites Company, of that city. Newspapers, posters and window displays.

PROVEN PRODUCTS CORPORATION, New York, to the C. J. Oiphant Advertising Agency, Inc., there.

JEAN JORDEAN, INC., South Orange, New Jersey, Zip shaving cream, to W. I. Tracy, Inc., New York City. Newspapers.

MASON MANUFACTURING COMPANY, South Paris, Maine, to Badger and Browning, Inc., Boston.

PELTON & PELTON, Chicago, swimming suits, sweaters and bathrobes, to Clark Collard Company, of that city. Newspapers and direct mail.

GENERAL LABORATORIES, Madison, Wisconsin, B-K deodorant for house and farm use, and Knox-Out fly spray, to Price, Hannah Company, Chicago.

FLORIDA TIMES-UNION, Jacksonville, Florida, to Praigg-Advertising, of that city.

ELECTRICAL INSULATION CORPORATION, Chicago, to the Potts-Turnbull Company, there. Business papers in electrical and radio field.

BLACK HAWK HATCHERY, Silvis, Illinois; ELK CITY HATCHERY, Elk City, Oklahoma; INTERNATIONAL HATCHERY, El Paso, Texas; MIDLAND HATCHERY, Hillsboro, Ohio; MIDLAND FAYETTE HATCHERY, Washington Court House, Ohio; SMILEY FARMS, Jackson, Michigan; MURRAY McMURRAY, Webster City, Iowa; TRAIN'S POULTRY FARM HATCHERY, INC., Independence, Missouri; TROJAN POULTRY FARMS, Troy, Missouri (hatchery and poultry accounts); and G. W. DIENER MANUFACTURING COMPANY, Chicago; W. E. MEADOWS, INC., Elgin, Illinois, and FUNK BROTHERS SEED COMPANY, Bloomington, Illinois, to Frank B. White Company, Chicago.

## The Tribune Serves Its Advertisers

### Food Products Given Boost in Tulsa

EVERY means for making its advertising columns more effective in the distribution of both locally and nationally advertised products, is employed by the Tribune. During the four days of its fourth annual Cooking School, October 28th to 31st, some 5,000 women were brought in personal contact with the local and national products featured by the participants in this splendid promotion activity. In many instances a direct increase in the distribution of such products was noted.

The Tribune has just begun a campaign in its own columns, encouraging a more thorough and systematic reading of the advertisements in every issue. Other regular promotion features are the Tribune's annual Beauty School, Radio Show, and its monthly trade publication, The Tulsa Retailer's Tribune.

## The Tulsa Tribune

*Tulsa's Leading Newspaper*

### EVENING

SMALL, SPENCER & LEVINGS  
New York  
Chicago  
Boston

### SUNDAY

PAYNE-HALL, INC.  
San Francisco  
Los Angeles  
Seattle

## Is Your Letterhead As Modern As Your Methods?

Many executives (maybe you're one of them) who use the air mail, the dictaphone, and countless other modern conveniences, and pride themselves on being up-to-date, are using a letterhead as antiquated as the moustache-cup. How about **YOU?** Is your letterhead as modern as your methods? Send for the Monroe Portfolio containing samples of Letterheads designed for the exclusive use of our customers—and then decide. This Portfolio will be sent without cost or obligation. Request it today.

### Monroe Letterhead Corporation

1008 Green St.  
Huntsville Ala.  
165 N. Union St.  
Akron, Ohio

## Salesmanship for the New Era

By CHARLES W. MEARS

This book grows out of the famous course in salesmanship which Charles W. Mears gives in Cleveland, and which is attended by hundreds of salesmen and sales managers from all parts of the country.

What the salesman wants to know and has to know today about merchandising, about sales appeal, about his personal conduct and his relations to the firm—are all set forth here in a way that has proved to be of benefit to the men who have taken his course. 288 pages.

Remittance should accompany order; no approval privilege.

Price, postpaid, \$3.00

## The Taxi Weekly

Covers the Whole Cab Industry

New York Edition goes to 10,000 taxicab individual fleet and company operators. Issued Mondays. National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays. Published in Its Own Printing Plant at 54 West 74th Street—New York City

## Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

## Sales Management

Book Service  
420 Lexington Avenue  
New York

## Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive,  
equals 100)

Year 1929	Year 1928
Jly. 6 . . . . .	138
Jly. 13 . . . . .	138
Jly. 20 . . . . .	138
Jly. 27 . . . . .	136
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Sept. 14 . . . . .	139
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Sept. 28 . . . . .	135
Oct. 5 . . . . .	125
Oct. 12 . . . . .	124
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Oct. 26 . . . . .	116
Nov. 2 . . . . .	108
Nov. 9 . . . . .	103
Jly. 7 . . . . .	120
Jly. 14 . . . . .	128
Jly. 21 . . . . .	130
Jly. 28 . . . . .	133
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Oct. 20 . . . . .	140
Oct. 27 . . . . .	137
Nov. 3 . . . . .	132
Nov. 10 . . . . .	127

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

## American Department Stores Name Anderson

Frank H. Anderson, vice-president in charge of store operations of the American Department Stores Corporation, has been elected president, to succeed L. L. Jay, resigned. D. Howard Hutchins, executive vice-president and treasurer, has resigned and the office of executive vice-president abolished. Sankey W. Metzler, president of the Pennsylvania branch of the company, and a vice-president of the parent company, has been chosen treasurer. John Z. Lowe continues as chairman. The company operates in Maryland, Pennsylvania and West Virginia.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.  
Cash Basis Only. Remittance Must Accompany Order.

### SALES PROMOTION

AN ORGANIZATION OF EXPERIENCED AND skilled merchandising and sales promotion executives, whose services are available to a limited number of corporations at a time when unprejudiced, unbiased opinions are of particularly significant value; whose recommendations are not influenced but are made, in every case, for the protection of the best interests of their clients; and who operate under a plan which provides payment for their services out of extra income produced as a result of their recommendations. Consultation without obligation. Corporate Advisers, Inc., 115 Broadway, New York.

\$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALES ENGINEERS WANTED

FORCEFUL, ENERGETIC AND PROGRESSIVE sales engineers wanted immediately in national distribution of new revolutionary engineering development. Great potentiality for man with A-1 references as to ability and past performances. Box 1892, New Haven, Connecticut.

### SALES REPRESENTATIVE

RAILROAD SALES REPRESENTATIVE AVAILABLE. Former railroad man, has sold Eastern roads, wants connection with concern desiring to make direct sales to railroads. American; age 39; married; well educated; travel out of New York; nothing less than \$5,000 considered. Address S. M., 26 Elm Ave., Flushing, N. Y.; telephone Flushing 0667-R.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between

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## Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

## "GIBBONS knows CANADA"

Toronto . . . . . Montreal . . . . . Winnipeg . . . . . Vancouver . . . . . Randolph . . . . . London, Eng. . . . .  
New York Office 2152 Granbar Bldg. Thomas L. Britton Manager for United States

**I**N the first ten months of 1929, the Chicago Evening American gained 679,819 lines of display advertising—153,950 more for the period than any other Chicago evening paper — a reflection of a circulation leadership now in its eighth year. Growing preference by advertisers is a natural corollary of Chicago's persistent preference for the Chicago Evening American.

CHICAGO  
EVENING  
AMERICAN  
a *good* newspaper



*National Representatives:*  
RODNEY E. BOONE ORGANIZATION



*The Busiest  
Market Place  
of  
TRIBUNE  
TOWN  
is the*

**Chicago Sunday Tribune**

THE WORLD'S GREATEST NEWSPAPER

**M**ORE than twelve million people live in Tribune Town. No other area of comparable size, the world over, affords so great a group of able-to-buy—eager-to-buy citizens. Prosperity reigns in Tribune Town.

Six out of every seven families own motor cars. There are 1,503,771 telephones—1,853,355 homes electrically lighted—489,130 income tax returns—five and a half billion dollars in bank deposits.

Picture the buying power of a market so prosperous—so progressive!

The Sunday Tribune alone can do the job in Tribune Town. Start telling your story now. Folks in Tribune Town have lots of time to read on Sunday!

Do more than just picture it—reach it through the Chicago Sunday Tribune, with its 1,134,925 circulation—90 per cent confined to Tribune Town!

Your message in the Sunday Tribune will reach 44 per cent of the families who live in Tribune Town—the preferred prospects in the heart of America.

*Ask a Chicago Tribune Advertising Man  
to tell you all about it!*